Regina Qu'Appelle
HEALTH REGION

2008/2009
Annual Report

Table of Contents

Letter of Transmittal	1
Who we are	2
A Continuum of Care	10
Our Region	16
2008-2009 Performance Results	22
Future Outlook and Emerging Issues	58
Governance and Transparency	59
Management Report	91
2008-2009 Financial Report	92
Appendix A	118

For an electronic copy of this report, or other information, visit the Regina Qu'Appelle Health Region website: **www.rqhealth.ca**

© Copyright 2009 Regina Qu'Appelle Health Region

Letter of Transmittal

The Honourable Don McMorris
Minister of Health
Room 302, Legislative Building
2405 Legislative Drive,
Regina, Saskatchewan S4S 0B3

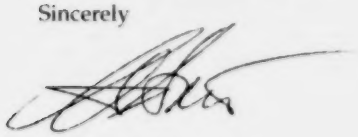
Dear Mr. McMorris

On behalf of the Regina Qu'Appelle Regional Health Authority I am pleased to present our 2008-2009 annual report. This report is submitted in accordance with the requirements of *The Regional Health Services Act* and *The Tabling of Documents Act*.

The Regina Qu'Appelle Health Region's vision is *"Healthy people, families and communities."*

Throughout 2008-2009 we have focused on the RQHR's three priority objectives: improve patient safety and client satisfaction; create a safe, supportive and quality workplace; and improve access and service delivery. These objectives flow from the Health Region's strategic framework and have informed all our actions.

Sincerely



Lloyd Boutilier
Chairperson
Regina Qu'Appelle Regional Health

Who we are

The Regina Qu'Appelle Health Region Strategic Framework

Since the Region was formed in 2002, the Regina Qu'Appelle Regional Health Authority and Senior Management Team have put in place strategic plans focused on moving the Region forward over the next five to 10 years. These plans are driven by a strategic framework that aligns with the Saskatchewan Ministry of Health's vision for the province, *Healthy people, A healthy province.* Representatives of the community, as well as RQHR staff and physician groups were consulted in developing the organization's strategic framework; a framework that includes vision, mission, values and people philosophy, as well as six strategic themes.

Vision

Healthy people, families and communities

Mission

We are a provincial and community provider of a full range of safe, quality health services, education and research that inspires public confidence. We achieve success in meeting the diverse health needs of our communities through the strength of our people, partnerships and personal responsibility for health.

Values

Together we succeed through...

Compassion: Our caring approach to people, families and communities.

Respect: Honesty, trust and valuing diversity as well as similarity will guide all relationships, decisions and actions.

Collaboration: Relationships built upon a shared vision, trust, open communication, involvement and genuine recognition for people's and partners' contributions.

Knowledge: Continuous improvement and effective decision-making based on the pursuit of knowledge, evidence, standards of practice and sound ethics.

Stewardship: Accountability for the people and resources entrusted to us, and the courage to do what is right.

Who we are

People Philosophy

People are our passion. By putting people first we are able to achieve our mission and fulfill our vision through a service environment built on mutual respect, collaboration and teamwork. The Regina Qu'Appelle Health Region is working towards practicing our people philosophy consistently and striving to live our values in our everyday worklife.

Leadership Philosophy

Leadership is about choice…

Leadership is about people…

Leadership is choosing "People are our Passion"

Leadership is a key foundation of a successful organization and is the core of our culture. Everyone in our organization can be a leader. The substance of leadership comes from the leader's values, self-awareness, dedication to ongoing learning, courage, vision… and the ability to demonstrate with action rather than just words.

Leadership is about people… working together to envision, and achieve, a preferred future. It is the ability to inspire, nurture, and mentor others toward a common vision through shared values that are based on relationships and respect.

Living Our Values

To be truly meaningful, the RQHR's values must be reflected every day in the behaviours of those who work for and with the Region.

The Regina Qu'Appelle Health Region's *Living Our Values* initiative incorporates the organization's values into the standard of conduct expected of our employees. RQHR has published a booklet – given to every employee – as a tool to help achieve our Vision by enhancing quality experiences for employees and all those who interact with our health care delivery system.

Who we are

Client Service Commitment

Client* Service

"We will provide safe, quality, respectful service in a welcoming environment."

We will achieve our commitment through...

A Welcoming Approach

- Be considerate, respectful and courteous at all times
- Listen to truly understand what is important

Working Together

- Work in partnership to ensure service is coordinated, communicated and understood
- Share timely, accurate and relevant information with clients and the service team to make the best decisions regarding service options

Quality Service

- Provide service in a timely, skilled and safe manner appropriate to client needs

Continuous Learning

- Invite clients to share their service experience in order to guide our learning and enhance our practice

*Client may refer to:
1) Clients, patients, residents and their immediate support systems (those important to them);
2) An internal client within the organization such as another department.

Who we are

Patient Safety Commitment

Patient Safety

Patients First... Safety Always!

"We strive to deliver safe care to all patients, all the time. Our commitment guides us continuously to improve the safety of the care we provide."

We will achieve our safety commitment through the following successes...

Patients...

- Know they are safe, and trust our services
- Are fully informed and understand their treatments
- Fully participate in the care process and make decisions on health care options
- Feel they are heard and respected

Employees and Physicians...

- Feel confident and supported to engage in conversations on patient safety
- Freely express safety concerns
- Champion safety practices across the region
- Model safety in their conduct and strive for continuous improvement

In Our Organization...

- A safe environment for patients and employees recognizes that communication and teamwork are essential to creating a safety culture across the organization
- Patient safety is achieved through continuous improvement and a fair and trusting culture
- Quality and safety are measured and results are transparent and public
- A safety policy framework encourages open disclosure of adverse events

Note: For more information on our successes see *Performance Results* beginning on page 22.

Who we are

Regina Qu'Appelle Health Region's Operating Plan: Our Map to the Future

What is the Regional Operating Plan?

The Regina Qu'Appelle Health Region's Operating Plan is the map that leads us to our Vision, and our preferred future as a health care organization.

The Operating Plan lays out the steps the RQHR is taking to achieve its six Strategic Themes. There are 15 objectives that support the Strategic Themes. The Region has consciously selected these objectives to focus its efforts and resources. They are propelling the organization forward on its journey to becoming the health care provider it has envisioned in its Mission. To achieve each of the objectives, there are specific program initiatives that are being undertaken by various areas of the Region.

As each year passes, the objectives may change as program initiatives are completed and goals are achieved. But what remains constant are our values and our commitment to service, safety and a quality workplace.

The 15 objectives that support the six Strategic Themes in the Regional Operating Plan are:

Strategic Theme 1: Achieve Sustainable Quality Services

Provide appropriate, safe and trusted services within available resources.

Objectives

1.1 Improve service quality and safety.
1.2 Provide services that are appropriate at a local, provincial and regional level.
1.3 Enhance public confidence and trust in services.
1.4 Effectively manage resources.

Strategic Theme 2: Advance a Positive, Innovative Work Environment

Enhance the individual experience through a work environment which fosters respect, pride, accountability and "Living Our Values."

Objectives

2.1 Achieve employee/physician engagement and teamwork.
2.2 Provide safe, supportive, quality workplaces.
2.3 Increase leadership capacity.

Who we are

Strategic Theme 3: Enhance Aboriginal Health

Improve the health status and outcomes of Aboriginal people by offering holistic service delivery, supporting traditional ways of healing, and engaging the voice of the community.

Objectives

3.1 Positively impact health outcomes for Aboriginal people.

3.2 Engage the voices of the First Nation and Métis people to improve their service experience.

Strategic Theme 4: Foster Population Well-being

Promote individual and community wellness through actions addressing the determinants of health and encouraging individual and social responsibility for health.

Objectives

4.1 Build partnerships with community stakeholders to positively impact the determinants of health.

4.2 Improve access to primary health care.

4.3 Achieve the goals of the provincial Population Health and Promotion Strategy.

Strategic Theme 5: Enhance Specialized Services

Strengthen RQHR as a provincial resource and referral centre through the determination of services best delivered in our Region, Saskatchewan and in western Canada.

Objective

5.1 Provide new innovative specialized services responsive to population needs.

Strategic Theme 6: Advance Knowledge, Teaching and Research

Enhance our performance as an academic health services organization that supports, creates and applies knowledge through research, learning partnerships and personal and professional development.

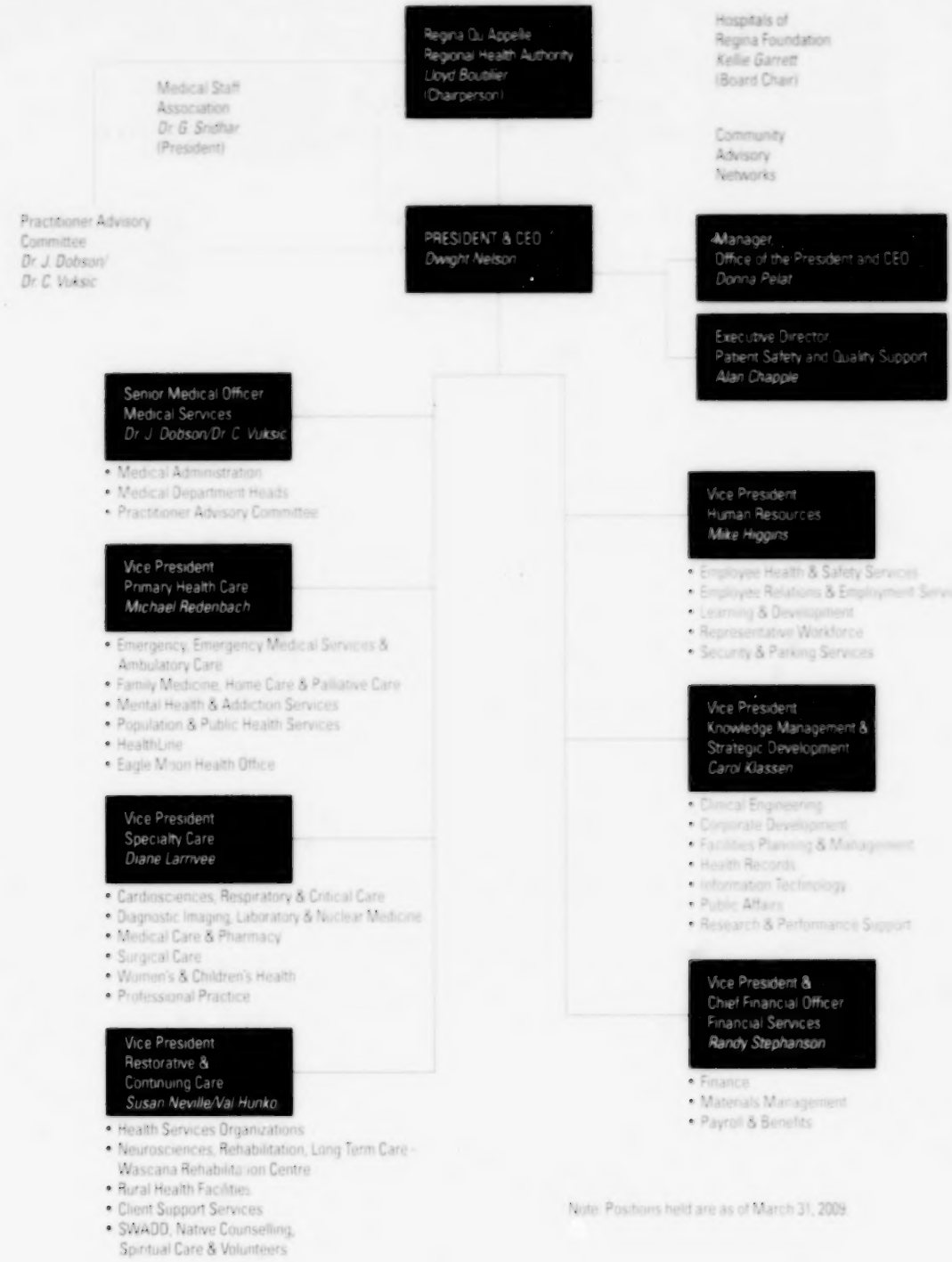
Objectives

6.1 Use technology and innovation to develop better ways to provide health services.

6.2 Enhance and support a culture of teaching, research and learning.

Who we are

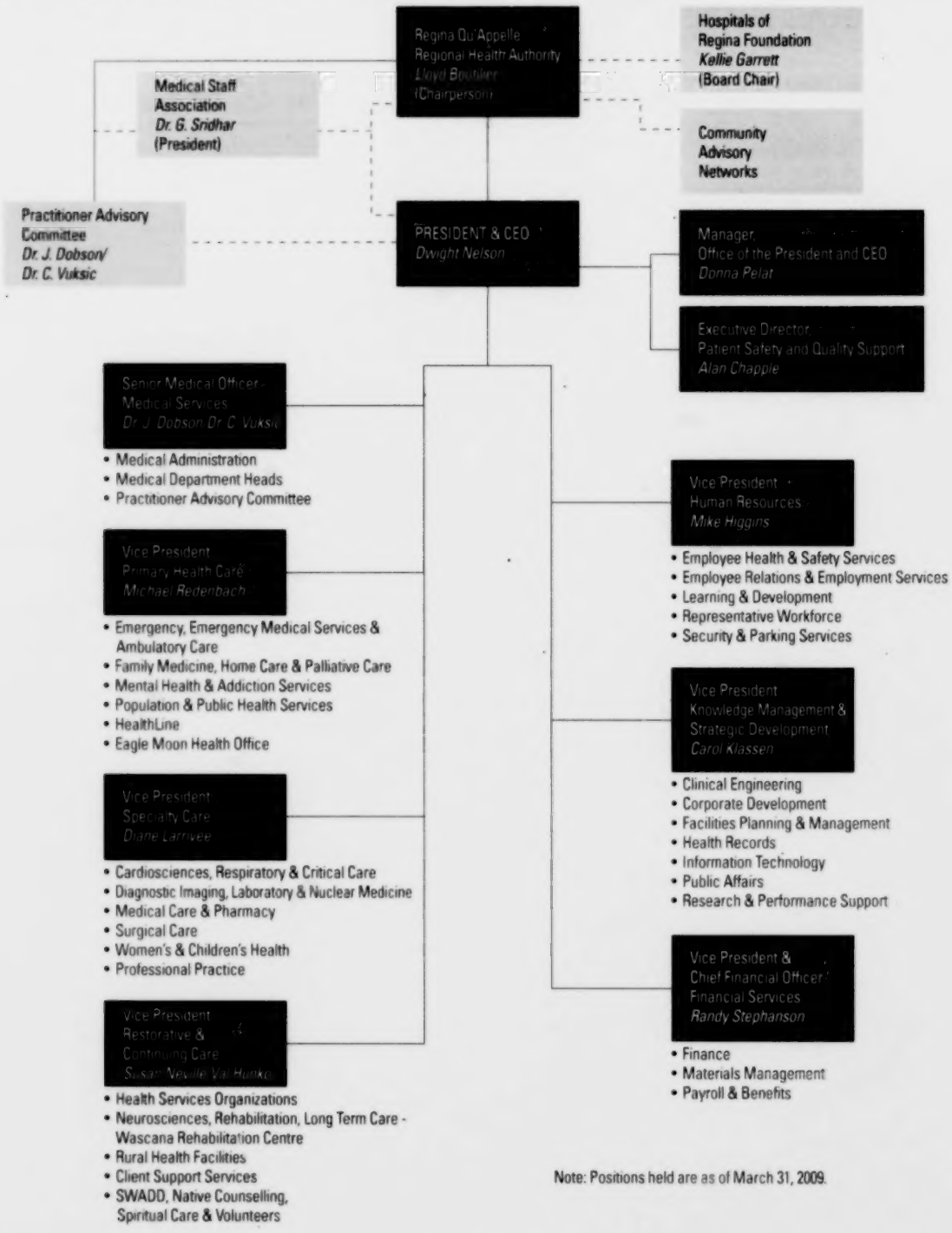
Regina Qu'Appelle Health Region Organizational Structure


Regina Qu'Appelle Regional Health Authority
Lloyd Boutilier (Chairperson)
Hospitals of Regina Foundation
Kellie Garrett (Board Chair)
Medical Staff Association
Dr G. Sridhar (President)
Community Advisory Networks
Practitioner Advisory Committee
Dr J. Dobson/ Dr C. Vuksic
PRESIDENT & CEO
Dwight Nelson
Manager, Office of the President and CEO
Donna Pelat
Executive Director, Patient Safety and Quality Support
Alan Chapple
Senior Medical Officer, Medical Services
Dr J. Dobson/Dr C. Vuksic
• Medical Administration
• Medical Department Heads
• Practitioner Advisory Committee
Vice President, Primary Health Care
Michael Redenbach
• Emergency, Emergency Medical Services & Ambulatory Care
• Family Medicine, Home Care & Palliative Care
• Mental Health & Addiction Services
• Population & Public Health Services
• HealthLine
• Eagle Moon Health Office
Vice President, Specialty Care
Diane Larrivee
• Cardiosciences, Respiratory & Critical Care
• Diagnostic Imaging, Laboratory & Nuclear Medicine
• Medical Care & Pharmacy
• Surgical Care
• Women's & Children's Health
• Professional Practice
Vice President, Restorative & Continuing Care
Susan Neville/Val Hunko
• Health Services Organizations
• Neurosciences, Rehabilitation, Long Term Care - Wascana Rehabilitation Centre
• Rural Health Facilities
• Client Support Services
• SWADD, Native Counselling, Spiritual Care & Volunteers
Vice President, Human Resources
Mike Higgins
• Employee Health & Safety Services
• Employee Relations & Employment Services
• Learning & Development
• Representative Workforce
• Security & Parking Services
Vice President, Knowledge Management & Strategic Development
Carol Klassen
• Clinical Engineering
• Corporate Development
• Facilities Planning & Management
• Health Records
• Information Technology
• Public Affairs
• Research & Performance Support
Vice President & Chief Financial Officer, Financial Services
Randy Stephanson
• Finance
• Materials Management
• Payroll & Benefits

Note: Positions held are as of March 31, 2009.

Who we are

Regina Qu'Appelle Health Region Organizational Structure


Regina Qu'Appelle Regional Health Authority
Lloyd Boutilier (Chairperson)
Hospitals of Regina Foundation
Kellie Garrett (Board Chair)
Medical Staff Association
Dr. G. Sridhar (President)
Community Advisory Networks
Practitioner Advisory Committee
Dr. J. Dobson/ Dr. C. Vuksic
PRESIDENT & CEO
Dwight Nelson
Manager, Office of the President and CEO
Donna Pelat
Executive Director, Patient Safety and Quality Support
Alan Chapple
Senior Medical Officer - Medical Services
Dr. J. Dobson Dr. C. Vuksic
• Medical Administration
• Medical Department Heads
• Practitioner Advisory Committee
Vice President Primary Health Care
Michael Redenbach
• Emergency, Emergency Medical Services & Ambulatory Care
• Family Medicine, Home Care & Palliative Care
• Mental Health & Addiction Services
• Population & Public Health Services
• HealthLine
• Eagle Moon Health Office
Vice President Specialty Care
Diane Larrivee
• Cardiosciences, Respiratory & Critical Care
• Diagnostic Imaging, Laboratory & Nuclear Medicine
• Medical Care & Pharmacy
• Surgical Care
• Women's & Children's Health
• Professional Practice
Vice President Restorative & Continuing Care
Susan Neville Val Hunko
• Health Services Organizations
• Neurosciences, Rehabilitation, Long Term Care - Wascana Rehabilitation Centre
• Rural Health Facilities
• Client Support Services
• SWADD, Native Counselling, Spiritual Care & Volunteers
Vice President Human Resources
Mike Higgins
• Employee Health & Safety Services
• Employee Relations & Employment Services
• Learning & Development
• Representative Workforce
• Security & Parking Services
Vice President Knowledge Management & Strategic Development
Carol Klassen
• Clinical Engineering
• Corporate Development
• Facilities Planning & Management
• Health Records
• Information Technology
• Public Affairs
• Research & Performance Support
Vice President & Chief Financial Officer Financial Services
Randy Stephanson
• Finance
• Materials Management
• Payroll & Benefits

Note: Positions held are as of March 31, 2009.

Who we are

Governance

The Regional Health Services Act establishes the Regina Qu'Appelle Regional Health Authority as the governing body of the Regina Qu'Appelle Health Region. The members of the Health Authority in 2008 were:

Lloyd Boutilier (Chairperson)
Loretta Elford (Vice Chairperson)
Anita Bergman
J. Patrick (Pat) Connolley
Marie Everett
Tyronne Fisher
Murray Knuttila
Bryan Leier
Bev Poitras
Gary Semenchuck
Alex Taylor
C.R.H. (Chuck) Ward

In January 2009, Health Minister Don McMorris announced the appointment of Board members for the province's 12 regional health authorities (RHAs). The following individuals have been appointed to the Regina Qu'Appelle Regional Health Authority for a three-year term.

Brian Barber
Lloyd Boutilier
Colleen Bryant
Jacqueline Carter
Lois Dixon
Loretta Elford
Marie Everett
Brad Hunter
Karen LaRocque
Sean Quinlan
Gary Semenchuck
Peter Woidyla

For biographical and contact information regarding the members of the Regina Qu'Appelle Regional Health Authority, visit our website at www.rqhealth.ca.

Leadership

Senior Management Team

Dwight Nelson
President & Chief Executive Officer

Dr. Joy Dobson
Senior Medical Officer, Medical Services

Dr. Chris Vuksic
Senior Medical Officer, Medical Services

Mike Higgins
Vice President, Human Resources

Carol Klassen
Vice President, Knowledge Management & Strategic Development

Diane Larrivee
Vice President, Specialty Care

Susan Neville/Val Hunko
Vice Presidents, Restorative & Continuing Care

Michael Redenbach
Vice President, Primary Health Care

Randy Stephanson
Vice President & Chief Financial Officer, Financial Services

Practitioner Advisory Committee

Dr. R. Abdulla
Dr. W. Adams
Dr. G. Carson
Dr. T. Diener
Dr. J. Dobson
Dr. D. Kopriva
Dr. J. Kuzmicz
Dr. G. Sridhar
Dr. C. Vuksic
Dr. G. White
Dwight Nelson
Diane Larrivee
Michael Redenbach
Val Hunko
Susan Neville

Medical Staff Association

Dr. G. Sridhar (President)
Dr. D. Kopriva (Vice President)
Dr. E. Crouse
Dr. G. Garbe
Dr. R. Knaus
Dr. J. Kuzmicz
Dr. T. Ross
Dr. D. Warden

Note: Positions held are as of March 31, 2009.

A Continuum of Care:
A Diverse Range of Services

As a tertiary care centre, the RQHR provides specialized health care services to people living in southern Saskatchewan and beyond. The RQHR is one of the most integrated health services delivery agencies in the country. We offer a full range of hospital, rehabilitation, community and public health, long term care and home care services. These integrated services are offered in the areas of community services, acute care and rehabilitation.

Community Services

Community-delivered services are a vital component of an integrated health care system. Community services, in conjunction with acute care and rehabilitation services, provide a complete health care program for residents of the RQHR. These services include:

- Mental Health and Addictions Services
- Long Term Care Services
- Emergency Medical Services
- Native Health Services
- Population and Public Health Services
- HealthLine
- Home Care Services
- Palliative Care

The RQHR has community health centres that provide outreach, health promotion and education services throughout the Region. These centres include:

- Al Ritchie Health Action Centre (Regina)
- Cupar Health Centre
- Fort Qu'Appelle Community Health Services Centre
- Four Directions Community Health Centre (Regina)
- Grenfell Health Centre
- Long Lake Valley Integrated Facility (Imperial)
- Montmartre Health Centre
- Raymore Community Health and Social Centre (affiliate)
- Southey Health Action Centre
- Whitewood Community Health Centre

A Continuum of Care:
A Diverse Range of Services

Long Term Care in the RQHR is provided by Region-owned and operated facilities and by affiliates contracting services to the Region. These include:

- All Nations' Healing Hospital Inc. (Fort Qu'Appelle) (affiliate)
- Balcarres Integrated Care Centre
- Broadview and District Centennial Lodge
- Cupar and District Nursing Home (affiliate)
- Echo Lodge (Fort Qu'Appelle)
- Extendicare (Elmview, Parkside and Sunset) (Regina) (affiliates)
- Golden Prairie Home (Indian Head)
- Grenfell and District Pioneer Home
- Lakeside Home (Wolseley)
- Long Lake Valley Integrated Facility (Imperial)
- Lumsden and District Heritage Home (affiliate)
- Montmartre Health Centre
- Qu'Appelle House (Regina) (affiliate)
- Regina Lutheran Home (affiliate)
- Regina Pioneer Village (affiliate)
- Santa Maria Senior Citizens Home (affiliate)
- Silver Heights Special Care Home (Raymore)
- Southeast Integrated Care Centre – Moosomin
- St. Joseph's Integrated Care Centre (Lestock)
- Wascana Rehabilitation Centre
- Whitewood Community Health Centre
- William Booth Special Care Home (Regina) (affiliate)

Home Care Services			
	2006-2007	2007-2008	**2008-2009**
Admissions	7,229	7,237	**7,126**
Nursing hours	88,154	80,393	**69,415**
Number of meals	39,426	36,213	**32,808**
Occupational therapy hours	6,153	6,399	**6,324**
Physical therapy hours	5,448	6,382	**5,360**
Support hours	3,729	1,890	**1,489**
Social work hours	4,215	3,849	**3,908**
Volunteer services hours	8,870	9,849	**9,385**
Home services hours	167,904	161,837	**157,935**

A Continuum of Care:
A Diverse Range of Services

Immunization services	2006-2007	2007-2008	**2008-2009**
Number of doses – child health clinics	33,680	38,184	**39,501**
Number of school children immunized in school	7,365	9,394	**13,833**
Adult doses – clinical visits	2,396	1,963	**1,123**
Influenza coverage rates – people over 65 years	67%	66%	**64%**
Travel clinics	8,744	9,334	**9,498**

Acute Care

Within the Region are two provincial hospitals – the Regina General Hospital and Pasqua Hospital. These hospitals serve the residents of southern Saskatchewan by providing a wide range of acute care as well as specialized services.

Acute care services include:

- Ambulatory Care Services
- Cardiosciences
- Critical Care Services
- Diagnostic Imaging Services
- Emergency Care Services
- Family Medicine
- Gastroenterology and Hepatology
- Gynecology/Urology
- Internal Medicine
- Laboratory Services
- Mental Health
- Neonatal Intensive Care
- Neurosciences
- Obstetrics
- Oncology
- Palliative Care Services
- Pediatrics
- Pharmaceutical Services
- Renal Care
- Respiratory Care Services
- Sleep Disorders Program
- Surgical Care Services
- SWADD (System Wide Admission/Discharge Department)
- Therapy Services
  - Occupational Therapy
  - Physical Therapy
  - Speech Therapy

The Region also has seven community hospitals that provide hospital care:

- All Nations' Healing Hospital (Fort Qu'Appelle) (affiliate)
- Balcarres Integrated Care Centre
- Broadview Union Hospital
- Indian Head Hospital
- Southeast Integrated Care Centre (Moosomin)
- St. Joseph's Integrated Care Centre (Lestock)
- Wolseley Memorial Union Hospital

A Continuum of Care:
A Diverse Range of Services

Hospital Care Utilization

	2006-2007	2007-2008	**2008-2009**
Admissions	32,977	30,314	**30,978**
Average daily census	591.3	569.0	**596**
Average length of stay (days)	6.66	6.50	**6.6**
Births/Newborn admissions	3,171	3,313	**3,604**
Emergency visits	94,815	92,739	**98,459**
Radiology Procedures	104,916	105,564	**110,294**
Ultrasound Procedures	20,066	22,412	**27,599**
Mammography Procedures	6,413	6,366	**6,599**
Interventional Procedures	7,511	8,364	**9,496**
MRI Procedures	7,212	7,541	**10,619**
CT Procedures	60,429	67,609	**77,409**
Nuclear Medicine Procedures	7,964	8,026	**8,501**
Bone Mineral Densitometry Procedures	5,712	5,768	**5,050**
Physical therapy visits	116,128	101,930	**118,282**
Occupational therapy visits	20,168	24,590	**27,798**
Outpatient registrations	285,884	282,527	**291,085**

Acute Care Surgery

	2006-2007	2007-2008	**2008-2009**
Total number of patients on surgical wait list	9,213	8,708	**8,692**
Pre-admission clinic visits	6,548	6,164	**6,612**
Inpatient surgery – operating room	9,767	9,224	**9,833**
Outpatient surgery – operating room	10,767	11,528	**11,888**
Outpatient surgery – hospital clinic	18,241	19,082	**19,516**
Total surgeries	38,775	39,834	**41,237**

Regina Emergency Medical Services

	2006-2007	2007-2008	**2008-2009**
Rural responses	517	576	**735**
Out-of-region	124	129	**141**
Interfacility	3,075	3,385	**3,372**
Urban responses	12,367	13,010	**12,991**
No-transport calls	4,579	4,641	**5,199**
Total calls	20,662	21,741	**22,438**

Regina EMS was 89% compliant in responding to emergency situations in under 8:59 minutes in 2008-2009. The national standard for major urban centres is a compliance rate of 90%.

A Continuum of Care:
A Diverse Range of Services

Laboratory Services	2006-2007	2007-2008	**2008-2009**
Orders placed	958,435	1,002,589	**1,041,648**
Tests performed	2,934,986	3,061,187	**3,315,618**

Concerns Registered with Client Representative	2006-2007	2007-2008	**2008-2009**
Number of concerns	1,913	1,972	**2,022**
Percentage of acute care patients registering a concern	2.32	1.18	**3.76**
Average time to resolve all concerns (days)	12.3	10.2	**11.4**
Average time to resolve non-complex concerns (days)	4.9	4.6	**4.9**

Rehabilitation Services

Rehabilitation Services are offered throughout the Region. These programs are designed to help children and adults who have been ill or in an accident regain their quality of life. These services include:

- Acquired Brain Injury Outreach
- Adult Rehabilitation Program
- Children's Program
- Functional Rehabilitation Program
- Prosthetics/Orthotics

Health Care Organizations

The RQHR contracts with a variety of organizations and the relationship between the Region and these health providers is an important factor in the delivery of quality health care services.

The following is a list of the organizations that received funding through the Health Region in 2008-2009:

- 615672 Saskatchewan Ltd. (Touchwood EMS)
- Autism Resource Centre Inc.
- Backlin's Ambulance Service Ltd.
- Cosmopolitan Activity Centre
- Cupar Lions Volunteer Ambulance
- Ehrlo Community Services
- Extendicare (Canada) Inc.

A Continuum of Care:
A Diverse Range of Services

- Hope's Home Incorporated
- Imperial & District Ambulance
- JT Ambulance Service Ltd.
- Living Sky Ambulance
- Lumsden & Craven Seniors' Program Inc.
- Mental Health Association/Regina Branch Inc.
- Milestone Assisted Living Advisory Board
- Mobile Crisis Services Inc.
- North Central Community Association
- Phoenix Residential Society Inc.
- Pipestone Qu'Appelle Association for Community Living
- Planned Parenthood Regina
- Prairie Ambulance Care (1998) Ltd.
- Rainbow Youth Centre Inc.
- Raymore Community Health and Social Centre
- Red Cross
- Regina Community Clinic
- Regina Recovery Homes Inc.
- Salvation Army Waterston Centre
- Soo Line Ambulance
- University of Regina
- Valley Ambulance Care Ltd.

Size of Facilities

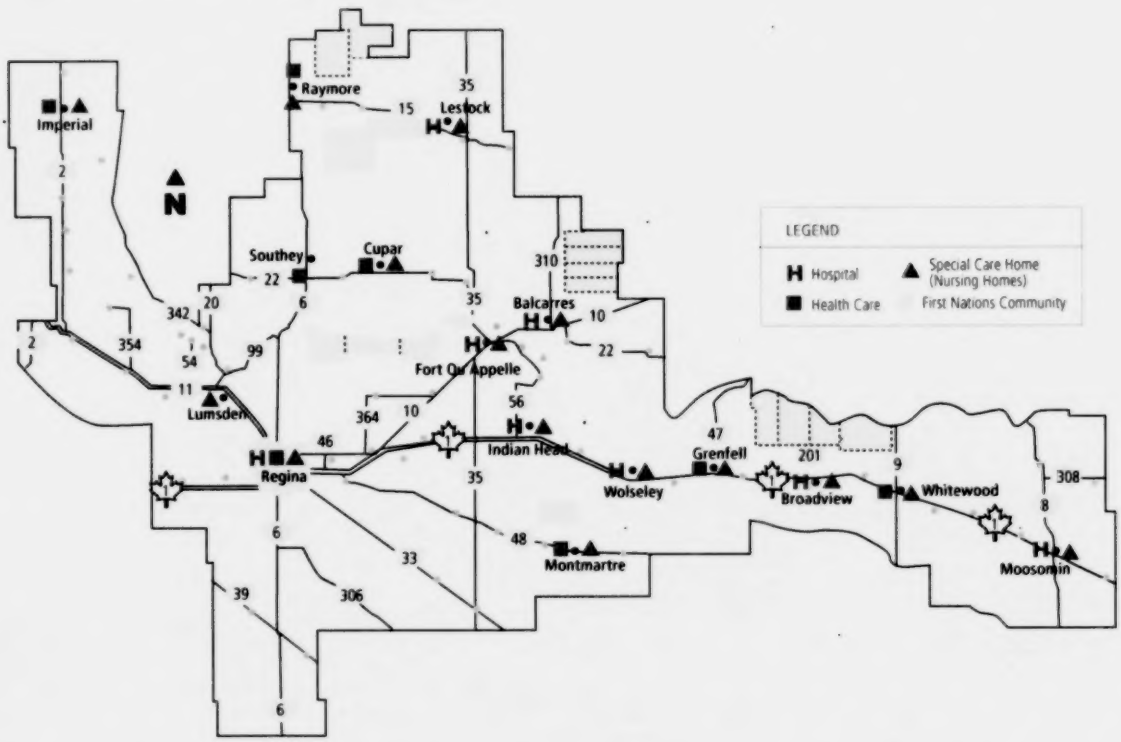
The RQHR has facilities located throughout the Region. For a list of facilities and their size, see Appendix A.

Service Access Guide

The RQHR publishes a Service Access Guide as part of both the Regina and Regina District SaskTel Phonebooks. This guide is the "Green Pages" section, which immediately follows the blue pages of government listings. The Guide outlines the institutional and community programs and services provided by the Region as well as important contact information. The Service Access Guide, as well as other information about the Region, can also be viewed on the RQHR website at www.rqhealth.ca

Our Region

While geographically the Regina Qu'Appelle Health Region (RQHR) is the second smallest Health Region in the province, it has the second-largest population of the 13 health regions in Saskatchewan. The approximately 250,000 residents of RQHR (24.4% of Saskatchewan population) live in 4.4% of Saskatchewan land area[1]. There are 17 First Nations Communities within the Health Region. The RQHR provides specialized health care and rehabilitation services for 465,000 people who live in southern Saskatchewan through the two acute care hospitals in Regina and the Wascana Rehabilitation Centre.



[1] Statistics Canada. 2006 Community Profiles. URL: http://www12.statcan.ca/census-recensement/2006/dp-pd/prof/92-591/Details/Page.cfm?Lang=E&Geo1=HR&Code1=4704&Geo2=PR&Code2=47&Data=Count&SearchText=Regina%20Qu'Appelle%20Regional%20Health%20Authority&SearchType=Begins&SearchPR=01&B1=All&GeoLevel=&GeoCode=4704

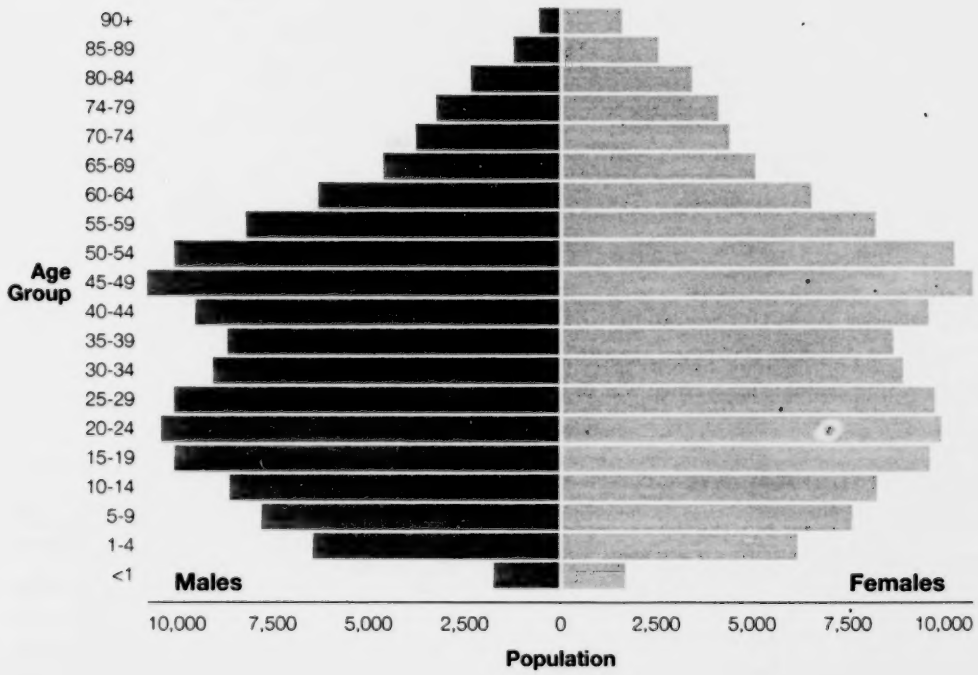
Our Region

Population

In RQHR 243,767 people held Saskatchewan health coverage as of June 30, 2008. (This is the covered population.) The Ministry of Health, Saskatchewan estimates that by 2028 the population of RQHR will have increased by 19,629 (8.1%) to 263,396. It is projected that the seniors population (65 years and over) will increase from 13.5% in 2008 to 20.3% (53,547) in 2028. Provincially, high levels of in migration have been reported in recent Statistics Canada reports. The net inter-provincial gain of 5,559 person in 2008 is the third highest of all the provinces and territories and is the second consecutive year of positive inter-provincial migration. This trend will no doubt impact future population growth in the Region.

The RQHR has a slightly higher female population at 127,095 compared to 124,771 males. RQHR has 13.5% of its population 65 years of age or over compared to the provincial average, where 14.5% of the population is 65 years of age or over. The age structure of the RQHR population is shown in Figure 1.

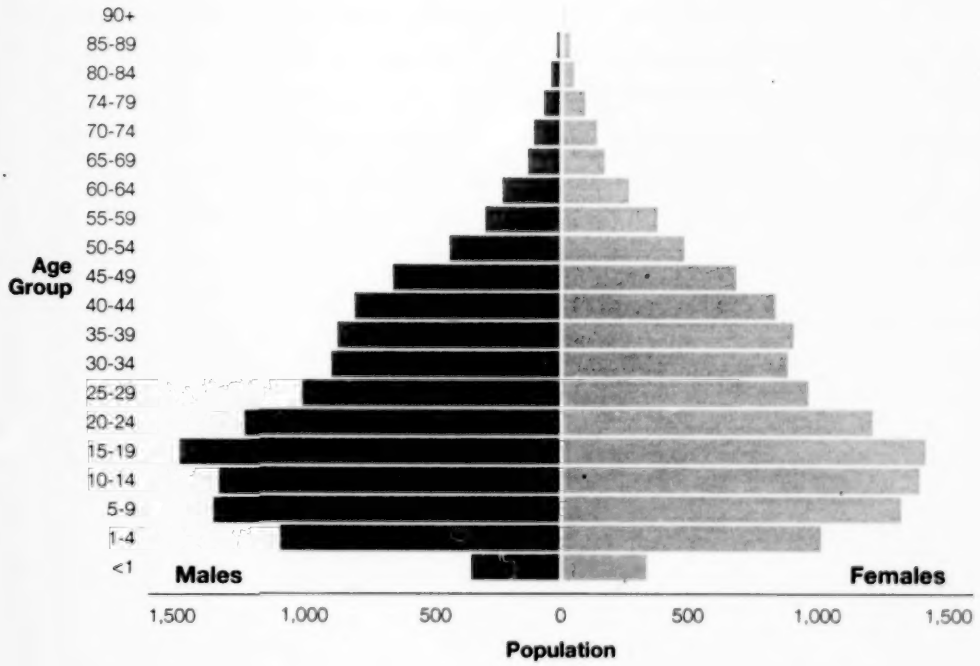
Figure 1: Regina Qu'Appelle Health Region Covered Population, 2008



Our Region

The Registered Indian population is much younger than the general population with 44.6% of the population under the age 20 and only 3.2% 65 years of age or over (Figure 2).

Figure 2: Regina Qu'Appelle Health Region Registered Indian Covered Population, 2008



Life expectancy at birth for women in RQHR is 81.9 years. This is greater then the life expectancy for men (76.4 years). In 2001, men at age 65 could expect to live 17.1 years while the corresponding estimate for women was 21.0 years.

Health Status Reports

In addition to a series of reports on sub-populations, the RQHR reporting cycle includes five-year reports on the health status of the entire Region. The first Regional Health Status Report was published in 2005. These reports provide a wide range of information about the state of the health of the population. They also provide a snapshot of health conditions and factors that influence health including income, education and socio-economic status. These reports can be accessed from the RQHR website (www.rqhealth.ca).

Our Region

Factors that Influence Health Outcomes

Educational Attainment

According to the 2006 Census, 27.4% of the RQHR population aged 25 to 64 years had a university certificate, diploma or degree, 29.4% had trade/college/other non-university certificate or diploma and 28.7% had high school certificate or equivalent level of education. The percentage of those who had high school or higher level of education was greater in the RQHR (85.5%) than the provincial average (80.6%).

Income and Socioeconomic Status

In 2008, through a partnership with the Urban Public Health Network, a collaboration of medical health officers in 18 of the largest cities in Canada and the Canadian Population Health Initiative, the RQHR explored the links between socio-economic status and health. The analysis showed differences in hospitalization rates and self-reported health percentages associated with socio-economic status. The hospitalization rates were generally higher for the low socio-economic status group than for the average socio-economic status group, and generally higher among the average group than for the highest socio-economic status group. The extent of these differences in hospitalization rates varied among indicators. The data supported the findings from previous research that socio-economic status is associated with health outcomes.

Infant Mortality

Infant mortality is one of the most important indicators of the general level of health or well being in a community. It is a measure of the number of deaths of children less than one-year old.

In 2002-2004, the infant mortality rate in the RQHR was 6.2 per 1,000 live births. During the same period, the province had an infant mortality rate of 5.9 per 1,000 live births.

Infant mortality is a key issue for the Region, which offers several programs and services that directly address this area of need. The overall purpose of these programs is to strengthen community resources and enhance Regional policies affecting women, infants, and families in order to improve health outcomes in this population

Self-Reported Health Status

Self-reported health has been found to be a predictor of future health care utilization and mortality. In 2005, 57.2% of the RQHR adult population aged 12 and over reported "excellent or very good" health. In 2005, 52.4% of Saskatchewan adults age 12 and over reported excellent or very good health.

Risk Factors for Chronic Illness

Certain health behaviours are known to be associated with increased mortality and morbidity for a number of conditions. Known risk factors for chronic diseases include smoking, overweight and obesity, alcohol consumption and physical inactivity. Behaviour changes in relation to these risk factors can help improve health status.

Overweight and Obesity

Overweight and obesity are measured by body mass index. This is an indicator that incorporates weight and height in adults and correlates to body fat. Adults with an index of 25 to 29.9 are considered overweight and adults with a body mass index of 30 or greater are considered obese. Being obese or overweight is associated with increased mortality and morbidity from a number of conditions including elevated cholesterol, high blood pressure, type 2 diabetes, heart disease and stroke, and arthritis. The risks increase with body mass index and are greater for obese people. In 2005, 48.1% of adults aged 18-64 years in the RQHR were either overweight or obese.

Physical Activity

Regular physical activity can reduce the risk of developing or dying from heart disease, stroke, diabetes, colon cancer, high blood pressure, obesity, and osteoporosis, and it may even protect against lower back pain, arthritis, and some forms of cancer.

52.7% of individuals 12 years of age or over indicated that they were either active or moderately physically active, whereas 45.4% were inactive. Physical activity participation rates were slightly higher than the provincial average at 48.6%

Diabetes

Uncontrolled diabetes can result in serious disability such as amputation, blindness and kidney failure resulting in dialysis. Adults with diabetes are more likely to suffer from myocardial infarction, coronary heart disease, hypertension and stroke.

According to 2005-2006 National Diabetes Surveillance System data, age-sex-adjusted diabetes prevalence rate per 1,000 population was 58.3 for the RQHR.

Emerging Infectious Diseases: Taking Action

Pandemic Influenza

An Influenza Pandemic occurs when a new influenza virus appears against which the human population has little or no immunity, spreads by human-to-human contact into at least two countries in one World Health Organization region. One recent example of such an outbreak is the H1N1 influenza occurring throughout much of the world. In the 20th century there have been three influenza pandemics in 1918, 1957 and 1968. Although a pandemic has the potential to result in illness or even death, it can also be characterized by severe, moderate, or mild symptoms with the majority of previously healthy individuals making a full recovery. The Regina Qu'Appelle Health Region Population and Public Health Services has increased surveillance across the health region using established public practices and protocols to minimize the spread of H1N1 infections.

With the increase in global transport, as well as urbanization and overcrowded conditions, epidemics due to the new influenza virus are likely to quickly take hold around the world. In

addition to the above outbreak a further new influenza virus is currently circulating in birds and has been labeled Influenza A subtype H5N1 virus. The H5N1 avian virus, most commonly found in chickens does not usually infect humans. The virus first jumped from birds to humans in Hong Kong in 1997. In late 2003, the virus began sweeping through poultry flocks in East Asia and has expanded its host range to include cats, tigers, and leopards, which generally have not been considered susceptible to influenza A. Although, there has been no evidence that the virus is genetically mutating to allow human-to-human transmission, response plans are monitoring this potential issue.

The impact of a pandemic upon RQHR can be estimated using FluSurge software available from Centre for Disease Control and Prevention (CDC), Atlanta. Estimates of the excess hospital admissions and deaths for eight weeks during a pandemic with 35% attack rate are shown below:

Total hospital admissions (most likely scenario) = 1,229
Total deaths (most likely scenario) = 246

The goal of the RQHR influenza preparedness and response plans are consistent with national and provincial plans. The objective of the Regional plan is to reduce influenza-related illness, death and societal disruption through appropriate preventive measures, care and treatment.

RQHR's Pandemic Influenza Plan provides guidelines to be followed in the event of an influenza pandemic. Although responses based on the plan cannot eliminate the disease, it will reduce the impact by enabling Regional hospitals and other agencies to anticipate, prepare, and respond efficiently to the disease. The plan details necessary activities at the Regional level and includes: disease surveillance; availability of vaccine and antivirals; coordination of health and emergency response; health system preparation; operation of essential community services; infection control in health care facilities; implementation of community outbreak containment measures and timely, accurate and effective public communication.

West Nile Virus

Canada had its first confirmed cases of West Nile virus in 2002. For most Canadians, the risk of illness from West Nile virus is low and the risk of serious health effects is even lower[1]. Most people infected with West Nile virus have no symptoms or have only mild symptoms. The extent and severity of symptoms vary widely from person to person. The risk of severe disease or death is highest in elderly persons, those with underlying chronic health conditions and/or weaker immune system. Currently, there is no licensed human vaccine for West Nile virus and there is no specific treatment, medication or cure.

Population and Public Health Services monitor the mosquito population as well as the appearance of any positive human cases. In 2008, there were very few positive indicators for West Nile virus in the RQHR. There was one positive mosquito pool and nine human cases. The Region will continue surveillance of West Nile virus in 2009.

[2] World Health Organization. *Pandemic Preparedness*. http://www.who.int/csr/disease/influenza/pandemic/en/

[1] Health Canada. *It's Your Health. West Nile Virus*. http://www.hc-sc.gc.ca/hl-vs/iyh-vsv/diseases-maladies/wnv-vno-eng.php

2008 – 2009 Performance Results

The Regina Qu'Appelle Health Region has established a strong strategic framework to ensure the Region continues to provide safe, accessible and quality health care services.

The Region's strategic framework and vision of *Healthy people, families and communities* provide the foundation for measuring progress toward goals and anticipating future challenges and new directions.

The Region is concentrating efforts in the three priority areas:

- improve patient safety and client satisfaction;
- improve access and service delivery; and
- create a safe, supportive and quality workplace.

The Region has undertaken a variety of initiatives in each of these areas, while maintaining sustainable, quality health care services that meet the needs of the people of southern Saskatchewan.

In the area of improving patient safety and client satisfaction RQHR has made commitments to client service and patient safety and has undertaken various initiatives in the areas of public transparency, disclosure and emergency preparedness.

The Region has also made strides in improving access and service delivery.

Volumes have increased in diagnostic imaging and the number of surgeries performed surpassed our base target by 773 cases.

In acute care, initiatives such as the six Priority Access Initiatives and Releasing Time to Care have resulted in improvements in access.

The Regina Qu'Appelle Health Region is continually improving and upgrading infrastructure to improve access, safety and service delivery.

We are continually striving to create a safe, supportive and quality workplace.

Our recruitment efforts successfully recruited over 1,000 new employees to the Regina Qu'Appelle Health Region in 2008-2009 fiscal year. Investing in safety in the Region has resulted in fewer lost-time Workers' Compensation Board claims in 2008-2009 than in 2007-2008.

Improve Patient Safety and Client Satisfaction

Public Transparency

The RQHR recognizes that the foundation of an effective and responsive health system is communicating with the public, Region staff and physicians in a way that promotes a model of transparency and trustworthiness. The Region has taken several steps to ensure such a value is

embraced throughout its organization and conveyed in all actions. Several initiatives are in place to support this direction:

- Regional Health Authority (RHA) business meetings are held in public, and convened both in Regina and in rural areas of the Region. The Region's website includes notices of meetings, agendas, minutes, addresses and phone numbers of all RHA members. News organizations are invited to meetings advertised in the *Leader-Post* and community newspapers, and media advisories are sent to all regional media outlets informing them of RHA meetings.
- Information concerning RQHR activities is distributed regularly through the Region's internal and external newsletters.
- Three Community Advisory Networks representing communities of interest in the Region regularly provide advice and input directly to the Authority.
- Residents can view key financial information about the RQHR from the Region's website and at any of the health sciences libraries at the Regina General and Pasqua hospitals and the Wascana Rehabilitation Centre during regular business hours.
- Several different communication initiatives are in place to reach residents and other people who use RQHR services. The Region's website (www.rqhealth.ca) provides valuable information on programs and services, current news items and general health information.
- *HealthNews*, the Region's quarterly publication, is delivered to all homes in the Region. It includes a message from the Region's President, advice on healthy living, and information on programs and services offered by the RQHR.
- Media outlets are a vital communication link with residents in the Region. The RQHR has almost daily contact with reporters and works to maintain a positive and respectful working relationship with news organizations. In all its interactions with media, the Region ensures that the privacy rights of patients, clients, residents, visitors and employees are preserved.
- To give patients, clients and residents a clear understanding of the work of the Region, RQHR knows that effective and consistent communication with its employees and physicians – the people who are providing frontline services and directly interacting with patients – is fundamental. To ensure timely communication with those who work for and with the Region, the RQHR produces a weekly electronic newsletter, *e-link*, for staff and a monthly publication for physicians, *The Physician*.
- The RQHR operates under *The Local Authority Freedom of Information and Protection of Privacy Act* and has designated an Access Officer, Freedom of Information, who responds to requests under the Act. Information about the process, and downloadable copies of necessary forms can be found on the Region's website.

2008 – 2009 Performance Results

Examples of activities the Region undertook to improve public confidence, transparency and trustworthiness included:

- communicating to the public and our internal audiences about our success in recruiting nurses;
- public communication about an Addictions Treatment Centre in the Core area of Regina that involved ongoing contact with Core Community Association and area businesses and residents.
- announcing the opening of the minimally invasive surgical suites at the Regina General Hospital;
- holding a grand opening of the new Southeast Integrated Care Centre – Moosomin for the media and the community;
- launching an HIV/STD public awareness campaign;
- arranging biweekly interviews on health care topics to be broadcast on CKRM
- conducting community consultations to obtain ideas from youth about health care (see page 62).

Patient Safety

The RQHR advanced its patient safety agenda in 2008-2009 with a continued emphasis of organization-wide activities and initiatives in the following areas:

- advancing an organizational culture that is mindful of safety;
- implementing evidence-based and leading practices;
- reporting and following-up on adverse events and critical incidents;
- measuring performance.

The establishment of Continuous Quality Improvement teams in 2007 was instrumental to enabling the RQHR to manage its accreditation survey. In 2008-2009, quality improvement teams began their orientation and training toward a larger mandate that included not only implementing accreditation recommendations, but also leading the Region's improvement agenda. As the team framework becomes further established in its responsibilities over the next three years, it will become a powerful mechanism for identifying, prioritizing and leading improvement initiatives. In addition, quality improvement teams will further strengthen the Region's critical incident management process by playing a key role in implementing recommendations generated from critical incident reviews.

The second key initiative centred on advancing a culture of safety was the full implementation of the Region's Safety Walk program. Based on a successful pilot in 2007, the Safety Walk program in 2008-2009 saw members of the Region's Senior Management Team systematically visit units, departments and facilities throughout the organization with the goal of identifying patient safety concerns raised by frontline staff. Recommendations for improvements from these visits are

prioritized, operationalized or included in operational plans. Safety Walks has also been an important means of frontline and senior management staff engagement and cooperation around patient safety.

Safer Healthcare Now! is a national campaign sponsored by the Canadian Patient Safety Institute that bundles together evidence-based clinical practices and incorporates them into business processes. The RQHR signed on to the campaign and has begun implementation of three of these clinical initiatives. Medication Reconciliation has been implemented in both urban and rural hospitals throughout the RQHR. This process ensures that patient medications are checked and verified on admission to hospital. Medication Reconciliation will be further implemented into the discharge and transfer process in fall 2009. Surgical Site Infection Protection Program implements a series of protocols to reduce the possibility of a patient contracting an infection through surgery. The program is in the process of being systematically implemented into each of the surgical specialties at the Pasqua and Regina General hospitals. Falls prevention is the third project that was piloted in two long term care facilities in the past year. Once the pilots are complete, the practices and protocols will be spread to other facilities throughout the Region in 2009-2010.

In 2008-2009, the RQHR incorporated system improvements to its reporting, analysis and follow-up of adverse events and critical incidents. As part of the Region's regular organizational practice, the system is designed to ensure that recommendations and improvement ideas that stem from critical incidents are always followed-up to prevent these events from occurring again. In the coming year, incorporating quality improvement teams into the Critical Incident Management System will further strengthen the process of reporting and following-up.

The Regina Qu'Appelle Regional Health Authority and Senior Management Team began to regularly receive a scorecard that identified progress on several key performance indicators related to quality improvement. In the coming year the Region is working provincially with other health regions and the Health Quality Council to identify and coordinate the selection of quality and safety indicators in an effort to standardize reporting.

Medication Reconciliation

In September 2008, the RQHR began to spread the medication reconciliation admission process to all acute care sites. The spread plan included formal presentations to more than 500 nurses and 200 physicians, provision of education sessions at all sites and on all units, and on-going education and mentorship over a seven month period.

By March 31, 2009, staff at all sites and on all units had reviewed approximately 7,100 medications being taken by inpatients, or being taken just prior to admission. Approximately 1,850 discrepancies which increased the risk of injury to a patient were found. These types of discrepancies occur when physicians do not have accurate and complete home medication information about a patient as they are writing admission medication orders. Physicians at all

sites resolved 69% of these medication discrepancies, significantly reducing the potential risk of patients experiencing an adverse drug event upon admission.

Efforts continue to resolve all discrepancies. The staff and physicians in the Emergency Department have begun utilizing the Pharmacy Information Program medication order form in order to administer medication reconciliation at the point of admission. This should reduce discrepancies in medications.

As well, pre-admission clinics, numerous ambulatory care clinics and home care staff and physicians have begun to utilize the form to verify an accurate and complete list of home medications with the patient.

In the fall of 2009, the Region will begin to integrate medication reconciliation into patient transfer and discharge processes in the Region.

Accreditation

The RQHR successfully completed its accreditation survey and was awarded accreditation status with report. Through the process the RQHR was acclaimed by Accreditation Canada for what is considered two leading practices recognizing innovation and creativity in the Canadian Healthcare system. The two practices were the Region's reputation management program and the first prescribing model for the treatment of anaemia in renal patients.

The accreditation survey provided the Region with a comprehensive look at its clinical and business practices, with the view toward improvement. Now with Continuous Quality Improvement teams in place throughout the Region, the RQHR is well positioned to improve standards and practices identified through accreditation. In the coming year, quality improvement teams will be developing and implementing action plans to ensure that the Region is in compliance with accreditation standards prior to its next survey in three years.

Disclosure

The Regina Qu'Appelle Health Region believes in a moral, ethical and legal duty to report adverse events that have harmed patients. Part of building an organizational culture rooted in patient safety includes formalizing processes for the disclosure of adverse events. The goal is to achieve open, transparent, honest and effective communication between health care providers and patients.

In 2008, the RQHR created its *"Disclosure of Adverse Events"* policy, in order to provide clear guidance on disclosure to physicians and employees. The policy states the requirement to disclose adverse events, the process for disclosing to patients/families, and outlines what information can be shared. In addition, disclosure should occur as soon as the health care team becomes aware of an event and a follow-up discussion with the patient or family should be planned in order to disclose the facts that are discovered as a result of the review of the event.

2008 – 2009 Performance Results

In 2008, the Region provided training on disclosure to some 80 frontline staff, managers and physicians. A broader disclosure training plan will be implemented in the coming year.

Emergency Preparedness and Business Continuity

Emergency Preparedness and Business Continuity are key components of patient and staff safety and of ensuring uninterrupted provision of health care service delivery. The RQHR is progressing towards adopting and preparing Business Continuity plans.

Being prepared focuses on emergency planning, education and testing of plans using interactive drills. The Region has actively engaged in the development of pandemic and emergency preparedness planning at provincial, regional and departmental levels over the course of the past year. Updated Emergency plans for RQHR rural and community facilities have been implemented.

The Region has also conducted organization-wide facility and departmental drills related to severe weather, medical emergencies, fire, and disaster response. Plans are underway to increase the number of drills that are being conducted throughout the Region's facilities.

In partnership with community agencies, the Region has responded to emergency incidents that have occurred in the past year, including provision of services to fire evacuees from Northern Saskatchewan that were relocated to Regina. The Region continues to work to ensure a safe environment for patients and employees through ongoing emergency management.

Project Management Office

Many of the RQHR's improvement initiatives and activities are undertaken by frontline staff as projects. Over the past year, the need to build capacity in project management was identified as a necessary component of improving organizational business practices and processes. In the coming year, the Region will establish a small Project Management Office with the view of building capacity in the skill-set and utilization of project management methodology.

Improve Access and Service Delivery

Accelerating Excellence and Quality as a Business Strategy

RQHR is also invested in the provincial Accelerating Excellence Initiative which is an approach to redesigning health care delivery in Saskatchewan by applying key lessons learned from high performing health systems around the world. As part of this initiative, the Region is participating in a leadership learning collaborative called Quality as a Business Strategy aimed at aligning financial oversight and quality improvement at organizational and strategic levels. A team of 11 senior leaders, board members and improvement specialists are participating in the learning collaborative which will extend into spring of 2010.

2008 – 2009 Performance Results

Co-Leadership Project

The Regina Qu'Appelle Health Region is proud of its leadership. The Region wants to provide ongoing support to leaders to work in a collaborative way. Co-leadership promotes a collaborative approach which focuses on a shared vision, open communication, involvement and genuine recognition for people's and partner's contributions. We know there is strength in teams and collaboration leads to improved quality.

As a result, the physician and administrative leaders within the RQHR have embarked on a leadership journey that focuses on promoting co-leadership. Within a co-leadership approach, leaders have both individual and shared responsibilities. As part of the project, leaders have been involved in dialogue to determine the definition of co-leadership and explore how we can operational this concept. How do we plan to work together? Other discussions have focused on understanding each other's roles, decision making and communication.

The co-leadership team has also committed to attend learning sessions together. As a result, a Co-education Planning Committee has been created which has representation from physician leaders, administrative leaders, RQHR Learning and Development and the University of Saskatchewan, Division of Continuing Professional Learning, College of Medicine. The committee develops and implements the learning sessions based on the needs identified by the co-leadership team.

Priority Access Initiatives

The Priority Access Initiatives aims to increase access to acute care inpatients beds. There are six Priority Access Initiatives (PAI).

Initiatives and Sub-Initiatives

PRIORITY ACCESS INITIATIVES

Ambulatory Care Sensitive Conditions	Antibiotic Resistant Organisms	Actual length of stay/Expected length of stay	Long Stays in Acute Inpatient Beds	Recruitment and Retention	Frail Elderly Patients in the ER
Chronic Obstructive Pulmonary Disorder		Hip and Knee		Urban Nursing Recruitment	
Diabetes		Hospitalist		Rural Nursing Recruitment	
Congestive Heart Failure		Flow		Nursing Retention	

1. **The Recruitment & Retention initiative of SUN staff** aims to minimize bed closures due to staffing.

2008 – 2009 Performance Results

Dashboard indicators track the number of bed days lost due to staffing issues. Vacancy reports and new hires will also be looked at. Two hundred and fifty SUN staff members were recruited in calendar year 2008, and the number of bed days lost due to lack of staff has been falling. This is a good trend and it is expected to get better as more staff are hired.

Number of Bed Days Lost Secondary to Lack of Staff

Average Number of Closed Beds per Day	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Regina General Hospital	55	43	44	41	41	38	31	28	33	32	34	33
Pasqua Hospital	4	22	17	7	17	17	17	16	14	14	10	10
Total Number of Bed Days Lost	**1,882**	**2,031**	**1,845**	**1,934**	**1,795**	**1,652**	**1,486**	**1,366**	**1,409**	**1,429**	**1,229**	**1,341**

Number of Bed Days Lost Secondary to Antibiotic Resistant Organism Infections

Average Number of Closed Beds per Day	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Regina General Hospital	7	19	5	7	5	0	0	5	1	2	1	0
Pasqua Hospital	8	1	3	3	3	0	0	0	0	0	0	8
Total Number of Bed Days Lost	**344**	**634**	**234**	**314**	**270**	**6**	**0**	**146**	**20**	**60**	**38**	**8**

2. **The Antibiotic Resistant Organisms** initiative employs best practice to minimize outbreaks of super bugs and the impact outbreaks have on bed closures.

   Dashboard indicators track the number of bed days lost due to antibiotic resistant organism infection issues. Starting at over 800 beds days lost in February 2008, the results have met and exceeded expectations, with zero bed days lost in October 2008 and eight bed days lost in March 2009. The initiative is complete and new policies and expanded hand washing techniques have contributed to the success of the initiative.

3. The initiative commonly known as **ALOS>ELOS** means that Actual Length of Stay is greater than Expected Length of Stay. This initiative aims to ensure that care processes support best practices to minimize length of stay. The initiative is divided into three sub-initiatives.

3a. **The Hip and Knee Pathway** for joint replacements is part of the wider provincial strategy, and this initiative aims to reduce wait time and maximize the number of surgeries performed.

   Dashboard indicators track the number of surgeries performed and the length of stay, targeted length of stay being 4.5-5.5 days. The target length of stay was achieved during the pilot project which had dedicated resources for the duration and the trend shows it is getting closer to ideal. With 1,179 surgeries performed during the year, wait lists are still long, but as more resources become available, this list will diminish.

3b. **The Multi-Unit Flow** initiative seeks to map the current admission and discharge processes on care units with the aim to identify barriers.

Dashboard indicators give descriptive updates as the 27 units are mapped, with five mappings completed at the time of writing this report.

3c. **The Hospitalist Pilot Project** will commence in June as a three month pilot that will focus on care for family practice patients, primarily those who do not have an identified personal physician. Three hospitalists have been recruited.

Dashboard indicators will track length of stay. In addition, measurement will focus on discharge planning, patient safety, communication and quality of care, and feedback from primary care physicians and ER and unit staff.

4. **The Frail Elderly under Review in ER** initiative aims to minimize the duration of stay in the emergency room for this population.

Dashboard indicators track the failed admission rates and the Alternate Level of Care options. With 26 alternate level of care and 12 Quick Response beds, and some in acute care beds, there is optimism that with full staffing complements, closed long term care beds will be reopened. Ten beds were recently re-opened at Pioneer Village due to increased staff and the 29 beds are anticipated to be opened by fall. Four new staff are soon to be added to support the frail elderly population.

5. **The Prolonged Complex Stays in Acute Inpatient Beds** initiative determines barriers to discharge for a diverse group of cases.

Dashboard indicators track the number of bed days utilized by complex cases. The number of bed days used is high and it is anticipated that the flow initiative will identify barriers from which appropriate interventions can be determined.

6. **The Ambulatory Care Sensitive Conditions** initiative aims to effectively manage chronic diseases and prevent the need for admission to acute care. While not all admissions for ambulatory care sensitive conditions are avoidable, it is assumed that appropriate ambulatory care could prevent the onset of this type of illness or condition, control an acute episodic illness or condition, or manage a chronic disease or condition.

Dashboard indicators track the potential bed days saved by comparing actual length of stay and expected length of stay.

The admission for ambulatory care sensitive conditions cases is high and discussions with physicians, as well as chart audits are underway to determine how best practices can be identified. Clinics are held for congestive heart failure patients, and rehabilitation programs for chronic obstructive pulmonary disease. A wellness health awareness day for Diabetes, chronic obstructive pulmonary disease and congestive heart failure is upcoming, as a proactive means of empowering patients and families.

2008 – 2009 Performance Results

Overall, 50 beds were opened during 2008-09, a 9.7% increase in access to acute inpatient beds, bringing the total number of available acute care beds to 593. We would like to achieve equal or greater in the upcoming year.

Releasing Time to Care®

The Oncology Medicine Unit (3B) at the Pasqua Hospital launched the Releasing Time to Care program in January and is one of two provincial concept sites to test the program. The program is designed to empower and engage frontline staff to increase and improve direct care time.

The program is delivered through a box set of modules which are implemented by frontline staff. Implementation is in the early stages on 3B as the unit has completed three of the 11 modules. Early indications are very encouraging and uptake of the program has been very positive. Through the work conducted on the first three modules the unit has;

- used the principles of lean methodology to reorganize their workspace, reduce waste and become more efficient;
- conducted weekly meetings around a measurement board to understand the unit's performance and drive patient-centered improvements; and
- developed a system to improve care by making shift handovers quicker and safer for the patient.

With further implementation and efficiencies we anticipate an increase in the amount of time frontline staff spend delivering direct care, which will result in improved patient outcomes.

RQHR will have the opportunity to participate in the second wave of testing on one and possibly two units beginning in September. Resources for implementation will include costs associated with backfilling staff and hard costs associated with equipment and supplies.

Surgical Access

Ensuring timely access to surgical services is a fundamental component of the RQHR's plan to provide patient-centered care. As part of its mission of meeting the diverse needs of its communities, the RQHR continues to focus on providing surgical care to the longest-waiting patients while working to ensure the more urgent cases are done within appropriate timeframes. Pediatric patients and patients waiting for procedures related to cancer diagnoses remain top priorities for surgical access.

To achieve these goals, the RQHR is targeting the following measures of success:

1. Maintained or increased volumes of surgeries performed throughout the fiscal year;
2. Continued reduction in the overall number of patients waiting for surgery;
3. Continued reduction in the number of "urgent" patients waiting;
4. Continued reduction in the number of long-waiting patients.

2008 – 2009 Performance Results

The following table represents a snapshot of surgical system performance for the 2008-09 year:

Cumulative Number of Surgical Cases Performed	
Percentage of target	103.7%
Variance from target	773

Percentage of Priority Level I, II, III and IV Surgical Cases Completed Within Target Time Frames	
LEVEL I	49.5%
LEVEL II	34.1%
LEVEL III	54.2%
LEVEL IV	85.4%

Number and Percentage of Surgical Cases on Wait List That Have Already Waited Over 6, 12 and 18 Months		
	Number of cases	Percentage
6 Months	3611	41.5%
12 Months	1540	17.7%
18 Months	716	8.2%

In 2008-2009, the RQHR performed 21,773 surgeries in the operating room, surpassing its base target of surgeries performed (21,000) by 773 cases. These volumes were achieved by maintaining expanded operating room levels at Regina General Hospital and Pasqua Hospital and by implementing a Hip and Knee Pathway Pilot project. An increased number of day surgeries as compared to inpatient cases was also a factor.

The above table also describes the percentage of surgeries performed within the Target Timeframes for Priority Levels I through IV. It should be noted however, that the RQHR has made strides in reducing the number of patients who are waiting too long in each category. From March 2008 to March 2009 the Region has reduced the number of patients waiting beyond the timeline by the following:

Reduction in cases waiting beyond the target from March 2008 to March 2009	
Priority Level I	Reduction of 49 cases
Priority Level II	Reduction of 153 cases
Priority Level III	Reduction of 183 cases
Priority Level IV	Reduction of 324 cases

In addition, the number of patients waiting over 6, 12 and 18 months was reduced by 505 cases, 508 cases and 173 cases respectively (from March 31, 2008 to March 31, 2009).

To further improve access in the RQHR, a range of several inter-related initiatives will be required. Recruitment and retention of nursing staff and anesthetists will continue to be a priority. In addition, surgical care initiatives include:

2008 – 2009 Performance Results

1. Implementation planning for increasing surgical care capacity and the development of the Ambulatory Surgical Centre;
2. Implementation of a Bariatric Surgical Assessment Clinic program;
3. Implementation of provincially developed surgical pathways;
   a. Total Hip and Total Knee Replacement
   b. Spine Surgery
4. Continued redesign of operating room scheduling processes, including the management of recommended changes;
5. Participation in the Provincial Surgical Information System implementation planning.

The RQHR continues to develop consistent processes and utilize mechanisms to track and report progress and effectiveness of these initiatives as they are implemented throughout the fiscal year.

Diagnostic Imaging

When compared to 2007-2008, all modalities in Diagnostic Imaging (DI) met or exceeded patient and/or exam volumes in 2008-2009 with an overall increase in exam volumes of 11%. DI is a fundamental diagnostic tool impacting the flow of patients through the Emergency Department and facilitating timely discharge from hospital. This is particularly true with respect to Ultrasound and Computed Tomography (CT).

The demand for CT and MRI examinations continues to increase year-over-year, and while we consistently meet or exceed accountability targets (99.1% of CT target, 103% of MRI target) we are exceeding sustainable capacity in both CT and MRI with existing equipment. Despite increasing productivity our wait list and wait times for CT are increasing. Cardiac CTA continues to develop in the RQHR as we become a referral site for the province and our Manitoba neighbours, and a reference site across Canada and North America.

Interventional Radiology also continues to increase volumes (12% increase over 2007-08). The primary limits on sustainable capacity are the limited number of Interventional Radiologists and the fact that RQHR has only one full-function Interventional suite. The trends are expected to continue: increasing volumes and expanding scope of interventional services; many of which have a direct benefit to patients who avoid surgery and inpatient hospital stays.

Although a drop in ultrasound throughput was experienced in 2006-2007 due to staffing shortages, the number of procedures continued to increase (exam volumes up 11% in 2007-08 and another 23% in 2008-09) such that we have reached maximum sustainable capacity in Ultrasound. We have been able to address some specific, albeit limited needs in high-risk obstetrics and to a limited extent for vascular procedures. Demand for Ultrasound services from

our Emergency Departments continues to be a limiting factor in our ability to address wait times and waitlists.

Early in the 2008-09 fiscal year we maximized our MRI capacity with two machines, only to subsequently restrict procedures and volumes on the oldest machine as it nears its end-of-life. With the increase in capacity and improvement in access, it was expected that demand would increase to meet the needs of Southern Sask. As a result of the previously unmet demand, wait lists and wait times (exacerbated by downtime of the oldest MRI) have begun to increase. We have reviewed our current capacity, and with the replacement of the oldest MRI in fiscal year 2009-10, we will again reach a maximum sustainable capacity.

While we increased the number of patients and procedures we provided for breast assessments (7% increase in mammography patients) the costs have increased as we move from a "test based" to an "assessment based" funding approach that benefits the patients by having the appropriate and (as required) complete assessment through the Breast Assessment Centre.

General Radiology ("X-ray") continues to see increasing volumes (11% more patients in 2008-09) despite the theory that increasing access and capacity in specialized diagnostic services would result in less dependence on general radiology. The primary driver of this increased demand is the need for general radiology support for increased surgical services (e.g. orthopedics).

Primary Health Care Services

The percentage of people living in the RQHR with geographic proximity to a primary health care team was 28.6% in 2008-2009, up from 24.7 per cent in 2007-2008. The number of discrete patients receiving primary health care services during Quarter 4 of 2008-2009 remained stable at 20,501 when compared with 20,301 discrete patients during Quarter 4 of 2007-2008. The details for each quarter of 2008-2009 are as follows:

Number of discrete patients receiving primary health care services (2008-2009)	
Quarter 1	17,881
Quarter 2	18,517
Quarter 3	18,389
Quarter 4	20,501

The RQHR understands that improved health status of its residents and improved access to services require partnerships with communities and new approaches in providing care. The Region has set two performance targets to help realize this goal:

1. Development and implementation of strategies to increase the percentage of the population having 24/7 access to a Primary Health Care (PHC) team;

2. Integrated regionally operated health centres as part of primary health care teams.

2008 – 2009 Performance Results

Enhanced Primary Health Care Teams

- In 2008-2009, funding was received from the Ministry of Health to pilot the engagement of pharmacists as part of three teams: Victoria East Medical Clinic, Family Medicine Unit and Twin Valleys. Temporary part-time pharmacists have been in place at Victoria East Medical Clinic and the Family Medicine Unit since January 2009. Recruitment to the Twin Valleys position continues.
- A family physician was hired by the University of Saskatchewan College of Medicine, as part of the Family Medicine Unit and will be assigned to Four Directions Community Health Centre as a dedicated member of the North Central Primary Health Care team as of July 1, 2009.
- Physical expansion of Four Directions Community Health Centre to 1056 Albert Street was completed. This expansion was necessary in order to implement certain aspects of the North Central plan.
- Work continued with both Twin Valleys and North Central teams to enhance Chronic Disease Prevention and Management Services.
- A nurse practitioner was hired for the Victoria East Medical Clinic and has been in place since June 2008.

Other Teams

RQHR continued, through a grant agreement, to provide team funding to the Regina Community Clinic, including one full-time nurse practitioner to enhance comprehensive Primary Health Care services provided jointly by the RQHR and the Regina Community Clinic to refugees arriving in Regina.

New Teams in 2008-2009

A new team was established in Indian Head in September 2008. A part-time nurse practitioner has been in place there since September. Recruitment for a nurse practitioner to fill the remaining portion of the position is ongoing. The Indian Head and Area Primary Health Care Community Consultation Committee has nearly completed its plan for local Primary Health Care services.

New Teams in 2009-2010

A request for funding was submitted to Primary Health Services Branch in January 2009 for a team at the Allied Health Centre in Regina.

A request for funding for an enhancement to services provided at Four Directions Community Health Centre was submitted in January 2009 by a group of students from the University of Saskatchewan, University of Regina and SIAST. Through this initiative, known as "SEARCH" (Student Energy in Action for Regina Community Health) students will work as a team under the supervision of mentors to provide after-hours Primary Health Care services at Four Directions.

2008 – 2009 Performance Results

Planning is currently underway for Primary Health Care services for the communities in the Southey / Regina Beach areas. A request for funding of two satellite teams will be submitted to Primary Health Services Branch in July 2009.

A family doctor has been contracted on a part-time basis for one year to assist the RQHR in engaging Regina-based physician practices in discussions about the potential for their engagement as Primary Health Care teams. It is anticipated that these discussions will result in at least one additional funding request for 2009-2010.

Other PHC Developments

- Chronic Disease Prevention and Management
  - A RQHR strategy entitled, *Healthy Living: A Chronic Disease Prevention and Management Strategy* was developed.
  - As part of the RQHR Priority Access Initiative, work on improvements in the area of Ambulatory Care Sensitive Conditions continues.
  - An RQHR "Populations with Chronic Conditions" continuous quality improvement team was struck for 2008 accreditation by the Canadian Council on Health Services Accreditation.
  - "Live Well with Chronic Conditions," a lay volunteer-led self-management program continued to run in both Regina and rural parts of the RQHR.
  - RQHR remained actively involved in the Health Quality Council's Chronic Disease Management Collaboratives and Clinical Practice Redesign School. Efforts are currently underway by the RQHR collaborative facilitator and our contracted family doctor to recruit family physician practices to Chronic Disease Management Collaborative II, which will begin in October 2009.
- Twin Valleys Chronic Kidney Disease Outreach
  - A committee of service providers, managers and physicians is engaged in discussions with a view to improve local services, supported by Chronic Renal Insufficiency Program, for people with chronic kidney disease.
- North Central Shared Facility Planning
  - RQHR is engaged in planning with other key organizations to bring the concept of a shared facility in North Central Regina to fruition.
- New care delivery models
  - Discussions with Eagle Moon Health Office will continue with a view to finding ways to blend Aboriginal and traditional health practices.
- Integrating pharmacists into existing teams
  - A planning committee is in place to address the integration of pharmacists into existing teams.
- Women's Health Services
  - Recruitment for midwives is underway.

2008 – 2009 Performance Results

- Development of Mental Health and Addictions role in Primary Health Care
  - The quality of mental health services, the prevention of mental disorders and the promotion of mental health wellbeing are becoming a greater part of the public consciousness and discourse. Dialógue has begun with regard to mental health services within Primary Health Care sites, particularly for clients who are currently screened out of existing services.
- Primary Health Care Indicator Development
  - RQHR continues to be involved in this project provincially while working with RQHR leaders and service providers to plan and implement PHC team evaluation.
- Provincial Primary Health Care Information Solution Project
  - RQHR continues to be actively involved in this project. Primary Health Care and Information Technology managers from the RQHR are involved on various planning and working committees.
  - Computer hardware to support the project and funded by the Ministry of Health has been purchased and installed.
  - Frontline staff were involved in evaluating potential software solutions in September 2008.

HealthLine

HealthLine is a province-wide telephone advice line that provides residents of Saskatchewan with free, confidential health advice. Registered nurses provide the advice and direct callers to the most appropriate source of care. In 2008-2009, 36,276 patients in the RQHR received health advice from HealthLine.

First Nations and Métis Health Initiatives

Increasing the knowledge of Aboriginal health issues within the RQHR remains a priority, and activities continue to be focused on high-need areas such as diabetes, women's and children's health, mental health and addictions, home care and primary health care. RQHR is actively engaged in considering how to adapt service delivery to better encourage Aboriginal people to access health care services.

In addition to this work, the Eagle Moon Health Office continues to facilitate accessibility to Elder, Healer and Ceremonial traditions for the community, with the goal of addressing the negative impacts of residential schools and other historical traumas. These impacts include suicide, addictions, diabetes and the other high-need areas mentioned above. Work continues in this area in an effort to improve the accessibility of health services and to develop healing opportunities for the community.

Progress continues in building and maintaining internal and external relationships, including those with First Nations and Métis knowledge-keepers. The Eagle Moon Health Office collaborates with community organizations, Métis groups and First Nations for healing

gatherings that have assisted hundreds of Aboriginal people in working towards a balanced lifestyle and holistic health.

Through these collaborative efforts, Eagle Moon Health Office has been approved for term funding for three projects. Proposals for these projects were developed from consultations with the First Nations and Métis communities to meet community-identified needs. In 2008, the Eagle Moon Health Office received funding from the Aboriginal Health Transition Fund for two projects. The *Service Delivery Model to Ensure Culturally Appropriate Home Care Services to First Nations/Métis/Inuit Population within RQHR* project aims to strengthen and adapt current home care services delivered through the RQHR to ensure First Nations, Métis/Inuit people are able to access home care services in a timely and broader more holistic manner. The second project currently being implemented is the *Métis Community Health Coordinators*, an endeavor to assist Métis people in rural areas of the RQHR. The coordinators will fill an advocacy and a liaison role – creating linkages between the community and health services. The project serves to inform health care providers of the multifaceted nature of Métis clients' health needs and will encourage a more holistic approach to health and to service delivery. This will provide more culturally appropriate care to the Métis community. These projects began in July, 2008 and will continue through March 31, 2010.

The third project implemented by the Eagle Moon Health Office is the *Métis Diabetes Education and Awareness Project*. This project aims to show how Métis traditional and cultural practices play an important role in managing and preventing Type 2 diabetes, which is a critical health issue among the Métis community. This project is funded with assistance from Health Canada through the Métis, Off-reserve Aboriginal Urban Inuit Prevention and Promotion Program, Aboriginal Diabetes Initiative. This project began in December 2008 and continues through March 31, 2010.

All projects continue to receive guidance from Elders and community members, community partners and RQHR during implementation.

Eagle Moon Health Office continues to inform RQHR employees and the general public of their work through various communication channels. Scheduled events with First Nations and Métis communities have also assisted with improving employees' awareness and understanding of Aboriginal culture and barriers to good health. Communications also address the need for Aboriginal people to have access to culturally relevant ways that are based on the principle of holism.

Creating Supportive Environments

The emphasis on healthy communities and healthy people in the vision statements of both the Ministry of Health and of the RQHR supports the importance of effective health promotion and disease prevention. In addition, one of the key areas of primary health care is provision of services in the community where people live and work, focusing on health promotion and

disease prevention. The RQHR has several initiatives in place or planned that address the need for integrated community-based health service delivery.

Creating supportive environments where people will find it easier to take positive action for their health is essential for disease prevention. To reach this goal, activities must be in place that address the following key strategies:

- Improvement of health status through supporting individuals and communities in taking responsibility for their own health through service redesign.
- Improve the health status and outcomes of Aboriginal people by offering holistic service delivery, supporting traditional ways of healing and engaging the voice of the community.

Partnerships both within the RQHR as well as the community are key in developing programs that effectively address health promotion and disease prevention. During the past year, the RQHR developed several initiatives as a result of such partnerships, including those following.

Population and Public Health Services

Population and Public Health Services has accountability for leading Regional health promotion initiatives in alignment with the Ministry of Health's 2004 provincial strategy, "Healthier Places to Live, Work and Play... A Population Health Promotion Strategy for Saskatchewan." This strategy identifies four priority areas for health promotion, including accessible nutritious foods, active communities, decreased substance use/abuse and mental well-being. Population and Public Health Services delivers community programs and services in these areas through collaboration and partnerships. These alliances work to strengthen community capacity and create environments that support healthier choices. In the past year, Population and Public Health Services, in collaboration with internal and external partners, has built upon existing health promotion work to further meet the needs of community.

Public health nursing plays an important part in health promotion and disease prevention through a variety of programs and services. These programs include maternal/child health, school health, immunization, travel health, chronic disease prevention and management and programs directed to the First Nations and Métis populations and the immigrant community. These services are provided in a variety of settings in the community. An example is Four Directions Community Health Centre. It provides healing, inclusive of all people, honouring individual uniqueness, meeting community needs through the use of the Medicine Wheel and holistic practices to help people get and stay healthy.

Immunization is one of the 10 great public health achievements in the 20th century. In the last 50 years , immunization has saved more lives in Canada than any other health intervention. The seventh edition of the Canadian Immunization Guide (2006) states for every dollar spent on measles, mumps and rubella vaccine there is a savings of $16 and for every dollar spent on

diphtheria, tetanus and pertussis vaccine there is a savings of $6. The immunization rate for RQHR is monitored regularly. There has been a slight improvement in the rate due to increased efforts of staff encouraging families to be sure their children are up-to-date with immunizations.

Accessible Nutritious Foods

The Baby Friendly™ Initiative

The Breastfeeding and Baby Friendly Initiative Policy aims to improve breastfeeding initiation and duration rates leading to healthier outcomes for infants. Both provincial and regional committees form the structure to support this work. Regional committees consist of internal and external members who are working toward Baby Friendly Initiative designation in regional hospitals and communities by 2012 and also work to ensure that supports are in place to facilitate the implementation of internationally recognized breastfeeding standards. In 2008-2009 implementation of the Baby Friendly Initiative within the RQHR focused on the complementary feeding standard (the period during which other foods or liquids are offered to the infant at about six months while breastfeeding continues for at least two years). Guidelines on appropriate complementary feeding practices were researched and developed. They were included as part of a package offered to medical (physicians/pediatricians), health (nurses in Child Health Clinics) and childcare providers for their use with clients in the RQHR. These resources for the Region were enthusiastically welcomed and made available to many other Saskatchewan health regions at their request.

Infant and Child Nutrition and Growth Standards

Public Health Nutrition contributed to substantive revisions of provincial nutrition standards which were completed in 2008 -2009. These standards target children from birth to two years, and are primarily used by nurses in child health clinics in RQHR. They emphasize the importance of encouraging parents to learn what cues to watch for in their infants and young children when offering food and how to respond in positive ways to avoid food battles, overfeeding and poor health outcomes. The revised standards are based on the best research available including the Baby Friendly Initiative standards. They serve as the basis for all practice guidelines and resources used in the Region and they inform the Saskatchewan HealthLine. Public Health Nutrition will lead the rollout across the province and within the RQHR.

Food and Nutrition Policy

School Food Policy: The Population and Public Health Services Nutrition Program, in collaboration with provincial partners, continues to work with the education sector to develop school food policies. Feedback and background materials were provided to the Ministry of Education for their school nutrition policy document, expected to be released in the spring of 2009. Public Health Nutrition is also involved in the School Food Policy Health Promoter Indicator Project that tracks the number of schools with food policies at regional and provincial levels. In 2008, 41% of schools within the RQHR had written policies or guidelines. Public Health

2008 – 2009 Performance Results

Nutriton will continue to support and facilitate food policy development within the Regina Catholic School Division and Prairie Valley School Division where the process of food and nutrition policy development is occuring. Rural school food policy development will also involve the collaboration of public health nursing and community dietitians.

Workplace Food Policies: Population and Public Health Services has been a lead in the development of a food policy which aims to increase the availability of healthy and nutritious food choices within the RQHR. The policy together with implementation procedures and impact assessment will be presented in June of 2009.

Public Health Nutrition has also been involved in the development of a tool (*Support Healthy Foods at Work and Play*) to enable support and facilitation of workplace food policies for 2009/2010.

Food Security: Food security exists when all people at all times have physical and economic access to sufficient, safe and nutritious food to meet their dietary needs and food preference for an active and healthy life. Population and Public Health Services addresses the need for accessible, affordable nutrition within the Region through a number of initiatives:

Food For Life Stores: Population and Public Health Services continues to support and partner with community members in the delivery of low-cost nutritious food products through it's involvement with the Food For Life Store in the inner city Al Ritchie community. The store, operated by local volunteers, offers fresh vegetables and fruit, dairy products, meat and grain products. The store celebrated its third anniversary in January, 2009. This initiative of the Al Ritchie Health Action Centre was joined by a second similar food store in January, 2009 when the Cochrane and Community Food Store opened. This store is a partnership between the Health Centre, Cochrane High School and Regina Education and Action on Child Hunger (REACH) and community members. As with Food For Life, it is open one day per week and strives to remove barriers such as access and cost to assist low income individuals enjoy the benefits of healthy eating.

Participatory Food Costing Project: Using a national tool to survey, Public Health Nutritionists are involved in costing healthy foods in grocery stores throughout Saskatchewan. Survey results and recommendations are presented in a provincial report titled *The Cost of Healthy Eating in Saskatchewan 2001 and 2006* (available at www.rqhealth.ca/programs/comm_hlth_services/pubhealth/food_security.shtml). Costing is repeated every three years in order to provide information on financial barriers Saskatchewan residents may face in purchasing healthy foods with the next round set for June, 2009. However, based on evaluations of the last two reports, a need was identified in Regina to link the food costing project into our community and to facilitate using the results as a springboard for action on food security. To move towards this goal, Health Promotion staff have researched and identified a model from

Nova Scotia that involves training community members who are experiencing or have experienced food insecurity to complete the in-store price collection (Nova Scotia http://www.opha.on.ca/resources/FoodCosting-NovaScotia-Report.pdf). PPHS and partners (Prairie Women's Health Centre of Excellence, Al Ritchie Health Action Centre, Regina Education and Action on Child Hunger, Four Directions Health Centre and Regina Antipoverty Ministry) will guide this project, and link food security with the community. Outcomes of this project include the collection of data on the cost of healthy eating to be used in the provincial report, increased community awareness on food security, as well as skill development for the community members involved.

Active Communities

Promotion of physically active communities is strengthened by working with a number of partners, including Regina in motion™. Population and Public Health Services both leads and provides representation on several committees including the Preschool and Built Environments committees. The Saskatchewan Ministry of Learning is working with the Regina in motion™ Preschool Committee to develop a pilot project to incorporate physical activity criteria as part of the licensing agreement for daycares in the province. Preschool facilities that meet the standards will be designated as in motion™. A *Play in the Park* event with Silken Laumann was delivered in 2008 to promote Healthy Active Kids day; nearly 400 pre-school children attended. Finally, as part of the preschool strategy, LEAP (Literacy Education Activity and Play) Master Training was conducted to make available training and tools to support childcare practitioners in daycares and preschools. RQHR Public Health Nutrition provided input into resources and rural staff were some of the participants across the province who participated in the training and who will be providing workshops to daycare providers as part of the PAINT (Preschool Activity/Healthy Eating Project) program. PAINT targets unlicensed rural daycare providers.

PPHS leads the RIM Built Environments Committee who worked on education tools and background resources to be used in advocating for increased access to built environments that reduce barriers to physical activity and facilitate more active lifestyles. Specifically two Smart Start Guides – *"To The Built Environment"* and *"To Making Green Spaces Into Your Places"* were produced, along with a presentation that can be used by committee members and community members at meetings and public events. PPHS provided representation to consultation and follow-up meetings with the City and stakeholders in the Regina Downtown Redevelopment planning.

The Playground Leadership Program started in 2006-2007 as a pilot project initiated through partnership with PPHS, Prairie Valley School Division and South East Connection Sport, Culture and Recreation District. The vision is to create a safe environment that encourages physical activity in a variety of play areas through the training of youth leaders and the provision of resources for support. The program provides interactive leadership training for students in grades 6, 7 and 8 who are then responsible for running an active playground program at their

school. An average of ten schools participate each year. RQHR staff are actively pursuing partnership with the Saskatchewan Parks and Recreation Association to provide the program provincially.

Other Health Promotion Initiatives

Youth Development

Utilizing the 40 developmental assets concept, regional staff work with communities to build capacity to support healthy youth development through the intentional building of assets with and for youth. Services currently provided are Introductory Developmental Asset (DA) workshops, assistance in developing a community engagement plan (working with the local committee who is committed to sharing the asset message), and consultation re: specific project ideas, resources, networks.

In the fall of 2008 Grenfell Community School hosted an introductory workshop. They continue to incorporate Developmental Assets within the curriculum and within their TAG Team action plans. Currently the Child Action Plan Committee of Indian Head is working with Rural East Health Promotion staff to engage the community in intentional Asset work with youth. Additional schools within the area have expressed interest in the Developmental Assets. Communities and schools of Fort Qu'appelle, Balcarres, and Lipton are working to become Healthy Communities, Healthy Youth – based, by incorporating the asset message in school and community policy.

Injury Prevention

Falls Prevention: Falls are a leading cause of unintended hospitalization. To address this problem, clinics to teach fall prevention were held in various communities in RQHR in the last fiscal year. There are plans to hold more clinics in 2009-2010. Clinic outcomes will be evaluated in 2009-2010.

Farm Safety: RQHR staff actively participate in the Saskatchewan Alliance for Safety and Health in Agriculture, a collaboration of many partners addressing issues affecting agricultural health and safety in a comprehensive and thorough manner through policy change and establishing supportive environments. As well, farm safety days are held annually in rural communities throughout the Region. Some farm safety days are organized in partnership with schools to educate students about agricultural safety.

Dental Health: As part of a five-year provincial surveillance, the Dental Health Educators commenced with screening kindergarten, grades one and seven students within the RQHR. The surveillance aims to monitor oral health status of children and to inform future program planning of dental health preventative services within schools and community. Approximately 10,000 children will be screened and results from screening will be reported in 2009.

2008 – 2009 Performance Results

Decreased Substance Use/Abuse

Tobacco Control: In 2008, Population and Public Health Services staff led the production and dissemination of a follow-up report for the Saskatchewan Coalition for Tobacco Reduction. The outcome was the report, "Building on Successes: Reducing Tobacco Use in Saskatchewan, 2008-2010". Approximately 650 copies of the report were distributed and promoted. The report was a follow-up to the coalition's best practices document and highlighted not only the progress that Saskatchewan has made in tobacco reduction, but also existing challenges. This year, advocacy work and media campaigns promoting smoke-free workplaces played a role in amendments to Occupational Health and Safety regulations and the announcement by the Ministry of Advanced Education, Employment and Labour that Saskatchewan workplaces will become smoke-free on May 31, 2009.

As of 2007, the percent of smokers within the RQHR were reported at 25% up from 22.3% in 2005. This is still the fourth lowest in the province, slightly below the provincial rate at 25.9%. In January of 2009, the Saskatchewan Coalition for Tobacco Reduction, Canadian Cancer Society and Heart and Stroke Foundation of Saskatchewan developed and endorsed the *"8 Prescriptions for Health"*, a report that prioritizes evidence-based measures as a necessary part of tobacco reduction. Advocacy work will continue towards successful promotion and implementation of these prescriptions.

The RQHR Tobacco Reduction Committee is working toward collaboration with First Nations and Métis communities to implement effective and culturally sensitive tobacco reduction strategies. Partnerships are also being developed to promote understanding of the contraband issue – illegally obtained untaxed tobacco, a growing problem which undermines one of the most effective best practices – tobacco taxation policy. Population and Public Health Services also provides information on dealing with the impact of second-hand smoke in multi-unit dwellings and assists residents with smoking cessation resources and support.

As part of the Tobacco Control Act, enforcement staff visits facilities throughout the RQHR, particularly restaurants and taverns, billiard halls, bingo establishments, bowling centres and casinos. During routine facility inspections or investigation of complaints in a public place (not related to tobacco) Public Health Inspectors ensure owners/operators/managers are complying with the Tobacco Control Act. If a facility is not in compliance, the public health inspector follows up until compliance is achieved. Approximately 97 per cent of restaurants and taverns, billiard halls, bingo establishments, bowling centres and casinos are complying with the Act.

Mental Health and Addition Services

Regional Health Authorities and the Ministry of Health continue to work on provincial standards for average addiction services wait times. These present numbers represent the RQHR's historic average for wait times of between five to 10 days for Outpatient Services and 20 to 25 days for Inpatient Services.

2008 – 2009 Performance Results

Average wait time for admission to alcohol and drug services (days)	
Outpatient services	9.9
Inpatient services	22.5
Detoxification services	0.1
Stabilization services	0.3

Taking Action on the Social Determinants of Health

"Healthy communities are the result of fully integrated, high-level efforts, cooperatively conceived and implemented, tied together by a joint accountability that both links and transcends individual jurisdictions and sector mandates." This is a quote from a concept paper written by Mental Health & Addiction Services for the Regina Regional Intersectoral Committee in June 2007, entitled, "A Framework for Enhancing Community Well-Being: taking action on the social determinants of health." Three pillars for action were recommended in this paper: Raising Consciousness; Using a Common [policy] Lens; and Measuring Progress. The paper and its proposed high level, collective change process was accepted by the Regina Regional Intersectoral Committee and the Regina Qu'Appelle Regional Health Authority as the logical direction to go, if we really want to improve the social determinants in our community.

In June 2008, a second concept paper was authored, "From Concept to Action: a Social Determinants of Health Work Plan," that set out more definitive steps that could be taken in the next year to get this agenda rolling. This too was presented to the Regina Regional Intersectoral Committee and other entities and received committed support for its implementation. It represents an exciting and vital course of action towards our community's health and well-being, continued growth and long-term sustainability. Work has begun on several of the recommendations contained in the paper, which were organized around the three pillars mentioned above. However, the most exciting development is the formation of the Community Support Team. The recommendation in the paper stated, "Develop, resource and implement a Community Resource Team (Action Team, Task Force, Support Team), whose primary responsibility would be to further develop, support, coordinate, facilitate and inform the current and future agenda of collaborative activity, including the Regina Regional Intersectoral Committee's action plan on the Social Determinants of Health."

This approach has been receiving very favourable attention from across the country, most notably from Dennis Raphael, author of, "Social Determinants of Health: Canadian Perspectives." Dr. Raphael has included this initiative in his presentations, nationally and beyond, sited it in a recent article, and will be including it as one of a handful of promising approaches in the country in the 2nd edition of his text.

40 Developmental Assets Initiatives

Building resiliency in youth is the goal of an ongoing and growing initiative sponsored by the RQHR along with the Regina Alliance of Asset Champions, a coalition of different sectors,

agencies and individuals. The alliance supports the 40 Developmental Assets, a concept developed by the Search Institute in Minneapolis that focuses on building strength in children, youth and the community.

Public Service Announcements on the developmental assets have been developed and are being shown on all local television stations. Other health regions are looking for opportunities to utilize these pieces, as well, and Saskatoon Health Region has recently purchased air time from local stations. In the RQHR, we are pursuing grants in order to purchase air time. The focus of the PSAs is engaging adults through simple, powerful acts to live the assets message: Simple acts make a big difference; be the change! Print and radio public service announcements are in development.

South Regions Forum

The South Regions Forum began in 2004 and includes Cypress, Sunrise, Five Hills, Sun Country and Regina Qu'Appelle health regions.

The vision of the South Regions Forum is to have effective, appropriate, integrated patient-centred health service delivery across Southern Saskatchewan.

The purpose of the Forum is to develop shared strategies and programs that will improve health outcomes throughout southern Saskatchewan by

- aligning our operating and business plans;
- improving and integrating services;
- sharing resources, expertise and capacity;
- eliminating barriers to access;
- promoting an environment and expectations of collaboration and partnership through the member regions; and
- formulating and influencing healthy public policy.

The South Regions Forum is working on a variety of initiatives that will improve access to services and quality of care for the residents of southern Saskatchewan.

Financial Summary

The RQHR continues to provide quality health services within available resources. As a provincial and community provider of a full range of quality health services, education and research, the Region managed challenges and achieved success in 2008-2009 in meeting the diverse health needs of our communities through the strength of our people, partnerships and personal responsibility for health.

2008 – 2009 Performance Results

The RQHR achieved a small surplus for 2008-2009, ending the year with an excess of revenue over expenditures of $5.7 million. The surplus was achieved through the efforts of our staff and physicians to align the human and financial resources with the strategic priorities of the Region and the accountabilities of the provincial government.

The Region continued to maintain quality health services and meet the financial challenges of rising costs by managing staffing vacancies and, where possible, implementing improvements in effectiveness and efficiency. The Region is committed to wise stewardship and accountability for the people and resources entrusted to it.

Regina Qu'Appelle Health Region 2008-2009 Results

- Number of days able to operate with working capital: (31.05)
- Working capital ratio (current ratio): .48
- Surplus/deficit as a percentage of actual operating expenditures: 0.8%
- Expenditures in program support funding pool as a percentage of total RHA operating expenditures: 5.0%

Capital Commitments and Expenditures

The Region was pleased to receive $11.3 million from the provincial government for clinical equipment and information technology. The funding enabled the Region to continue work on upgrading the Laboratory and Clinical Management Systems and to purchase much-needed equipment. New funding was received for equipment in the diagnostic imaging, safety lifting, and for the multi-disciplinary clinic. Regular funding was directed toward items such as the Automated Differential Analyzer for the Lab, defibrillators, and OR tables and lights. The Region also received $28 million to fund infrastructure repairs for our aging buildings.

The Region also appreciates and relies on partnerships with the Hospitals of Regina Foundation and the Community Trust Funds to provide significant donations for the purpose of purchasing equipment and contributing to the costs of building or upgrading facilities.

Capital Projects

In October 2008, the Southeast Integrated Care Centre – Moosomin was officially opened and in November all health care services in the community moved into the new facility. The facility has 58 long term care beds, 27 in-patient beds and accommodates all community health services.

Construction on phase I of the Rawlco Centre for Mother Baby Care at the Regina General Hospital began in May 2008. Phase I, the temporary relocation of Labour & Birth and the Neonatal Intensive Care Unit (NICU), to unit 2D is nearing completion. Phase II, the renovation of the current Labour & Birth and NICU will begin in July 2009. The Centre is a complex project with six construction phases and is due to be completed in 2011.

2008 – 2009 Performance Results

Phase I of the renovations to the Emergency Department at the Pasqua Hospital began in February 2009. The new space, which was designed by frontline staff, will nearly double the current physical space and streamline admissions, processing and treatment of patients.

The Emergency Medical Services Central Operations and Fleet Centre moved into the newly renovated building on 1350 Albert Street in November 2008. The Central Operations and Fleet Centre is part of a new service delivery model, which includes three single ambulance geo-posts to be located in the city's southeast, south and northwest. The southeast geopost located at the corner of 17th Avenue and Rothwell Street is near completion and will be in use by the summer of 2009. The EMS Station at 1650 Saskatchewan Drive closed and the facility was sold.

In March 2009 construction began on the new Addictions Treatment Centre at 1640 Victoria Avenue. This project will transform an existing building into a 45-bed inpatient facility for brief and social detoxification programs. The Centre will be ready for occupancy in early 2010.

Renovations to the Wascana Rehabilitation Centre Adult Inpatient Rehabilitation Unit were completed in March 2009. The improvements to the unit will allow for adoption of best practices in Rehabilitation Medicine for stroke. One of the goals is to normalize rehabilitation by integrating daily activities with formal therapy sessions, which should result in faster recovery for stroke survivors.

The Regina Qu'Appelle Health Region completed key improvements to the heating, ventilation and air cooling systems at Regina General and Pasqua hospitals to ensure proper temperature and humidity levels. The upgrades completed in October 2008 ensure the Region is able to deal with extreme weather conditions.

Upgrades to the Wascana Rehabilitation Centre fire alarm system were completed in January 2009. Upgrades to the fire alarm system at the Regina General Hospital will be started in 2009.

Projects eligible for $28M in Infrastructure Block Funding were approved in February 2009. Improvements and planning are underway and the majority of the projects will be completed by the end of the 2009-2010 fiscal year. Planning continues on the Ambulatory Surgery Centre, the development of a Regional Parking Strategy, an Academic Learning Centre, and realignment/consolidation of space to meet the needs of the Region.

2008 – 2009 Performance Results

Create a Safe, Supportive and Quality Workplace

People are our passion. By putting people first we are able to achieve our mission and fulfill our vision through a service environment built on mutual respect, collaboration and teamwork.

Recruitment

The Regina Qu'Appelle Health Region successfully recruited a total of 1,030 individuals in the 2008-2009 fiscal year. A total of 250 are registered nurse/registered psychiatric nurses. We have experienced great success in recruiting 90% of our local nurse graduates. Recruitment efforts also continue to be successful with our allied health care professional group. The Employment Services team, in conjunction with its regional clients, participated in various functions including career fairs/forums/open house events organized by educational institutions and associations. RQHR specific events were also initiated by Employment Services both within and outside the province for upcoming graduates and/or community- based professionals.

Recruitment was also enhanced this past year through extensive advertising on our Region website as well as websites such as SaskHealth, Saskjobs, Workopolis, Medhunters and other professional association websites. RQHR also advertised in college newspapers, and other newsprint publications.

As part of our ongoing efforts to recruit and retain qualified health professionals, the RQHR has completed three successful nursing recruitment trips to the Philippines and one trip to the United Kingdom. Of the 223 nurses recruited to the Region, 136 have arrived in Regina and are working in the Wascana Rehabilitation Centre, Pasqua Hospital and Regina General Hospital. The most recent recruitment trip in January 2009 focused on the recruitment of nurses to specialty areas and rural sites. We are looking forward to the arrival of the final 81 nurses in the fall of 2009 and early 2010 and are confident that their contributions will ensure sustainable, quality health services.

Retention

The retention plan recognizes the importance of individuals being attracted to the organization and wanting to stay because there is support in becoming confident, competent care providers. Elements of the plan include partnerships and community connections, workplace readiness and individual readiness.

The Retention Plan is developed based on research that shows there are five key inter-linked factors that contribute to successful retention. The five factors are:

- sourcing (the way you find/locate potential candidates);
- hiring (the quality of the hiring-for-fit process);

- on-boarding (orientation);
- training and development (supporting individuals to confident, competent practice levels); and
- relationship (quality of relationship with the manager and the team).

Lifestyle Promotion Program

The RQHR Employee Lifestyle Promotion Program promotes healthy lifestyle choices for employees and their families (e.g., smoking cessation, healthy eating, and physical activity). The expected program outcome is that employees will maintain positive active lifestyles, creating a healthier workforce and community. The results and success of the program are measured in improved attendance, reduced injury rate and an increase in the positive ratings in the employee survey.

Representative Workforce Program

The Representative Workforce Program continues to support regional human resource strategic themes as well as an overall strategy which is to improve the health status of Aboriginal people through collaboration. In September 2008, the Region approved a newly enhanced Representative Workforce Policy and Procedure requiring all departments to further develop or initiate strategies that will assist the Region to become representative over time.

Through the Representative Workforce Program (for the period April 1, 2008 to March 31, 2009) the Region hired a total of 1,172 employees of which 44 (3.9%) were from the Aboriginal community for an overall Aboriginal representation of 3.3 per cent (hiring statistics **do not include** the affiliated agencies).

Aboriginal Awareness Training

Awareness training fosters a positive and supportive climate, while integrating Aboriginal people into the workforce. The myths and misconceptions training was attended by 841 employees and 146 volunteers, students, etc. Overall, 91per cent of the Region's employees have now taken the training. Aboriginal awareness training is provided to new employees during their orientation.

These initiatives are a direct result of the partnership agreement the Region has with the Ministry of First Nations and Métis Relations, SAHO, all health care unions, the affiliated agencies with funding provided by Saskatchewan Health. The Representative Workforce Program also works closely with the Eagle Moon Health Office to ensure participation in community events and planning.

It is important to note that the statistical information in regard to employment and training varies greatly from year to year as the baseline of total employees changes on a regular basis. As well not all employees from under-represented groups self-identify.

2008 – 2009 Performance Results

Hiring of Individuals from Designated Groups

Currently the RQHR workforce is composed of:

- 3.3 per cent (276) Aboriginal, compared to 14.9 per cent of the provincial population and 11.4 per cent of the Regina population.
- 6.1 per cent (517) visible minority, compared to 5.6% per cent of the provincial population.
- 1.5 per cent (126) disabled, compared to 9.7 per cent of the provincial population.

Recruitment of Individuals from Designated Groups

Recruitment from the under-represented groups is continually supported by providing individual information interviews with applicants. Presentations regarding job opportunities and qualifications required are made to the Aboriginal communities, community agencies and training institutions.

RQHR also offers the Health Careers Training Program in partnership with the Regina Work Preparation Centre. This eight-week program assists members of under-represented groups gain training such as WHMIS, Food Safety, CPR, First Aid, PART, TLR, life skills and on-the-job training, which assists the students to compete on an equal basis for jobs within the region. For eleven consecutive years this program helped with the recruitment of the participants to the Region, many of whom are still employed and in permanent full-time positions. This year 11 students successfully completed the training and are in the process of recruitment.

The Summer Student Project is a contract agreement with First Nations and Inuit Health Branch, the program recruits first and second year nursing students from the Native Access Program to nursing to work from the beginning of May to the end of August with many of them still working within the region. One to four students are hired through the program each year.

Retention of Individuals from Designated Groups

Much of the Representative Workforce Program's effort is being focused on retention. The Coordinator provides contact and support for new and existing employees. Support is also provided to managers who experience difficulty in supporting the needs of their under-represented employees. The program staff assists to identify problem areas and initiate interventions if necessary.

Week-long mosaic events are celebrated yearly commencing March 21, which is the Day for the Elimination of Racial Discrimination.

Mentorship programming is a large part of the human resource strategy; the Saskatchewan Ministry of Health provided funding to the RQHR through retention grants to assist the Region to streamline activities taking place around mentorship such as the Student Work Placement Program.

2008 – 2009 Performance Results

The Representative Workforce Program is the entry point for any high school, community agency or training institution requesting placements that are not clinical in nature.

The goal of the Science and Health Aboriginal Success Strategy Project, a partnership agreement with SIAST, is to encourage young Aboriginal people to enter the Science and Health programs at SIAST. The program establishes level one mentorship, which is student to student for the first year. Level two of the project is matching these students to RQHR health care professionals with the hope that they will eventually become regional employees who are successfully integrated and encouraged to remain within the workforce.

Another project associated with the Project is the SIAST/RQHR Networking Series which introduces young Aboriginal people to the training institution, other students, role models and the staff of both SIAST and RQHR. The project encourages students to take training and compete for jobs in health care.

The Career Pathing Project is a federally funded three-year pilot that is designed to offer support services to those employees wanting to career path to another level in the Region. The program assisted 23 participants to date; the Career Pathing Consultant is presently working with seven employees.

Investing in Safety

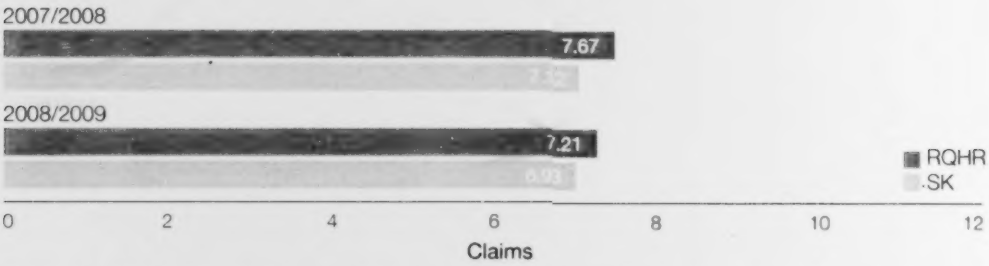
The RQHR continues to invest in improving its culture of safety with many initiatives. The Pathway to Zero Patient Lifting and Transferring Equipment and Training initiative continues to have a positive impact in creating a safer workplace for both staff and patients. "Pathway to Zero" is linked to a commitment to establish and sustain a culture of safety, ultimately targeting zero workplace injuries.

The most frequent type of injury in the work place continues to be from lifting, transferring and repositioning actions. Forty-nine per cent of the back injuries reported were directly attributed to these actions. Focused efforts on reducing musculoskeletal injuries is having positive results, evidenced in the decrease in the number of lost time claims per 100 full-time employees.

Many other safety initiatives such as blood and body fluid exposure prevention, strategies to deal with workplace violence, plus focused efforts on slip and fall prevention are also contributing positively to a culture of safety within the RQHR.

2008 – 2009 Performance Results

Number of lost-time WCB claims per 100 full-time employees



The number of lost-time Workers' Compensation Board (WCB) Claims per full time equivalent (data source: Saskatchewan WCB) compared to the provincial number.

The RQHR lost-time claims per 100 full time equivalent (FTE) positions reduced by 6% compared to 2007-2008. The number of claims overall for the Region remains higher than the provincial rate. However, the number of claims in the Region has steadily reduced over the past three years.

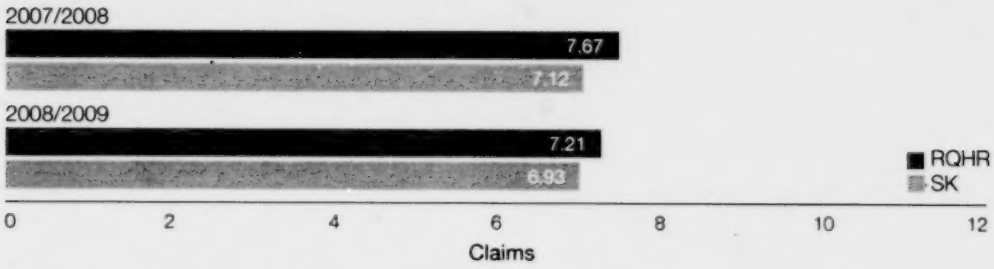
Quality Work Environment

The RQHR has several initiatives in place that enhance the health, safety and quality of the work environment for employees. Influenza vaccinations continue to be offered to people working in the Health Region. Along with good infection control techniques, the vaccination further protects the safety of employees, patients, clients and residents. The percentage of employees receiving the vaccination in the 2008-2009 fiscal year reached 44.6%. Public education initiatives continue every year during influenza season to increase the rate of employee participation. The use of mobile carts to carry the vaccine to employees in their work stations provided easier access for receiving the vaccine. This initiative contributed to the 3.2% increase in staff influenza vaccination over last year.

The Attendance Support Program recognizes that a productive and healthy workforce is vital to the delivery of health services. The goal of the Attendance Support Program is to enhance attendance by supporting employees to be at work, stay at work or return to work on a timely basis consistent with the individual's abilities and restrictions. Since the implementation of the Attendance Support Program, short-term and long-term workplace accommodations have increased allowing early return to remunerative work opportunities for many staff.

2008 – 2009 Performance Results

Number of lost-time WCB claims per 100 full-time employees



The number of lost-time Workers' Compensation Board (WCB) Claims per full time equivalent (data source: Saskatchewan WCB) compared to the provincial number.

The RQHR lost-time claims per 100 full time equivalent (FTE) positions reduced by 6% compared to 2007-2008. The number of claims overall for the Region remains higher than the provincial rate. However, the number of claims in the Region has steadily reduced over the past three years.

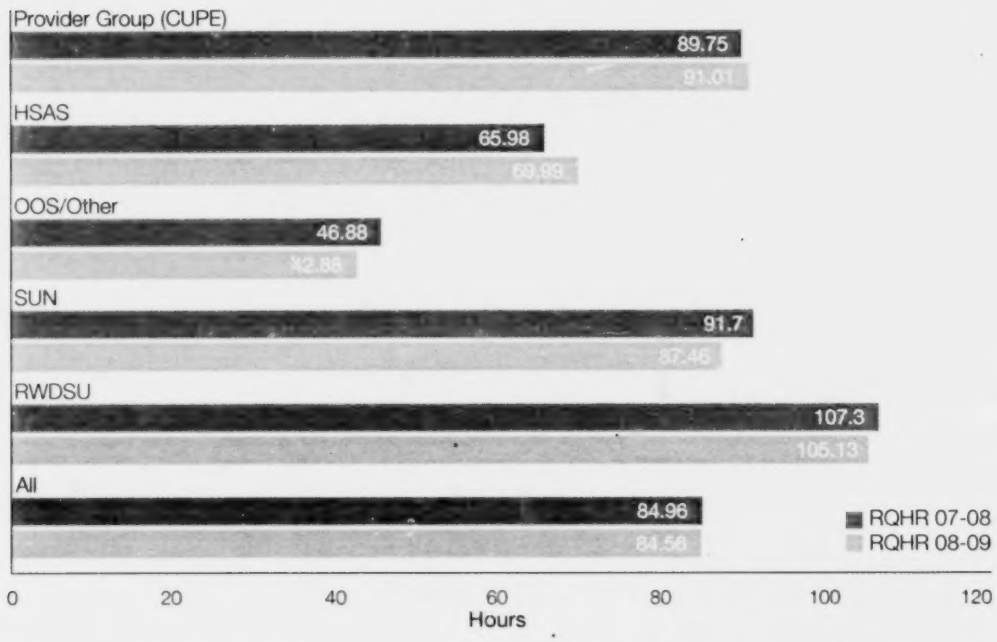
Quality Work Environment

The RQHR has several initiatives in place that enhance the health, safety and quality of the work environment for employees. Influenza vaccinations continue to be offered to people working in the Health Region. Along with good infection control techniques, the vaccination further protects the safety of employees, patients, clients and residents. The percentage of employees receiving the vaccination in the 2008-2009 fiscal year reached 44.6%. Public education initiatives continue every year during influenza season to increase the rate of employee participation. The use of mobile carts to carry the vaccine to employees in their work stations provided easier access for receiving the vaccine. This initiative contributed to the 3.2% increase in staff influenza vaccination over last year.

The Attendance Support Program recognizes that a productive and healthy workforce is vital to the delivery of health services. The goal of the Attendance Support Program is to enhance attendance by supporting employees to be at work, stay at work or return to work on a timely basis consistent with the individual's abilities and restrictions. Since the implementation of the Attendance Support Program, short-term and long-term workplace accommodations have increased allowing early return to remunerative work opportunities for many staff.

2008 – 2009 Performance Results

Number of sick leave hours per full-time employee



The total number of hours employees absent from work due to illness or injury per full time equivalent by affiliation.

Overall, the RQHR had a slight decrease in sick leave hours per FTE in comparison to last year. There was a moderate decrease in sick leave hours for employees affiliated with SUN and RWDSU. Two other groups including HSAS, and CUPE saw increases.

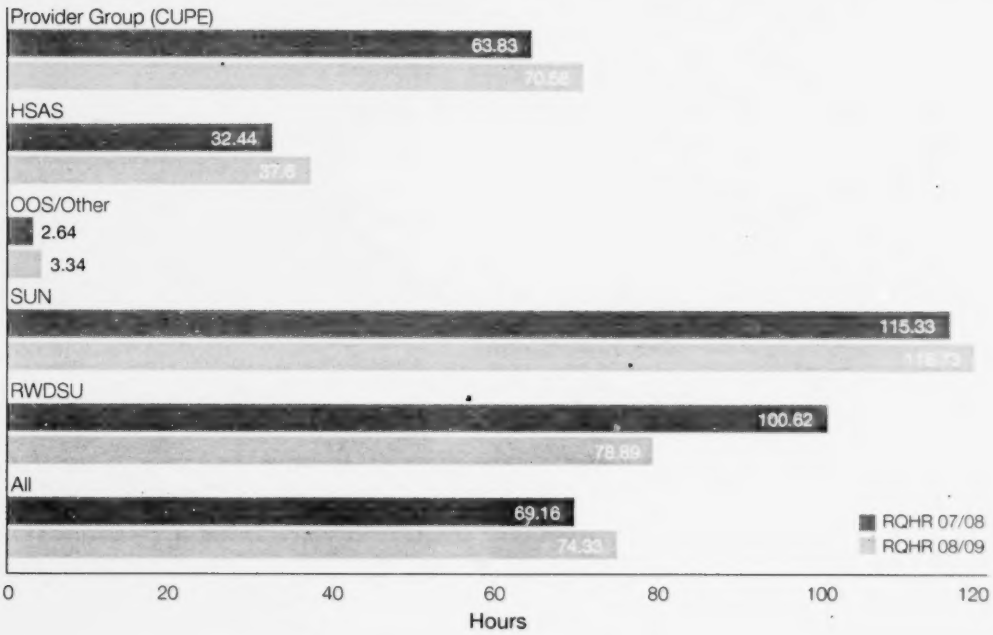
The Conflict to Collaboration Program, a partnership with Saskatchewan Justice, Dispute Resolution Office, provides employees with the tools to effectively resolve conflict in the workplace.

The Fit Club provides employees with an opportunity to exercise and maintain physical fitness through various fitness programs offered within the Region. From "total body workout" classes to "stretch and relax" classes, there is something for everyone. The Employee Fitness Center located at Wascana Rehabilitation Centre and Regina General Hospital offers an array of fitness equipment for cardio and strength training. Funding is also provided for fitness initiatives within RQHR rural facilities.

Other ongoing initiatives of the RQHR include: Respiratory and Personal Protection Program, Infection Control and Outbreak Planning, Immunization, Occupational Hygiene Screening, Back Management Program, Employee and Family Assistance Program, Critical Incident Stress Management and Personal and Professional Development.

2008 – 2009 Performance Results

Number of over-time & other premium hours per full-time employee

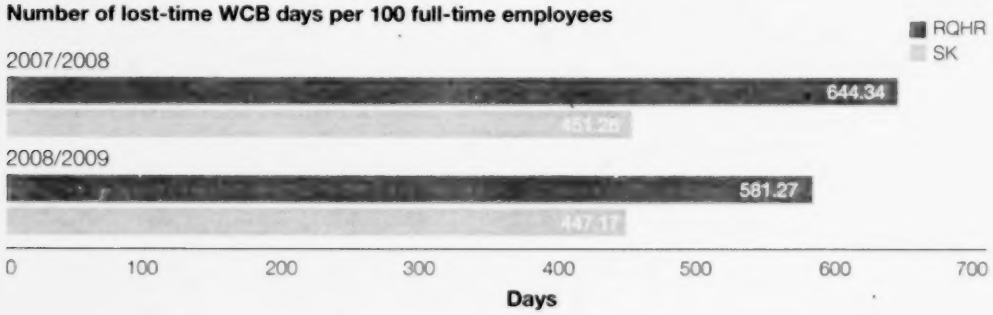


The hours per FTE that a premium (overtime and other) was paid by affiliation.

The highest premium hours occurred among SUN employees (Registered Nurses), with increased hours for all groups except RWDSU.

The number of full-time employees remains relatively stable for all affiliations in comparison to the previous year.

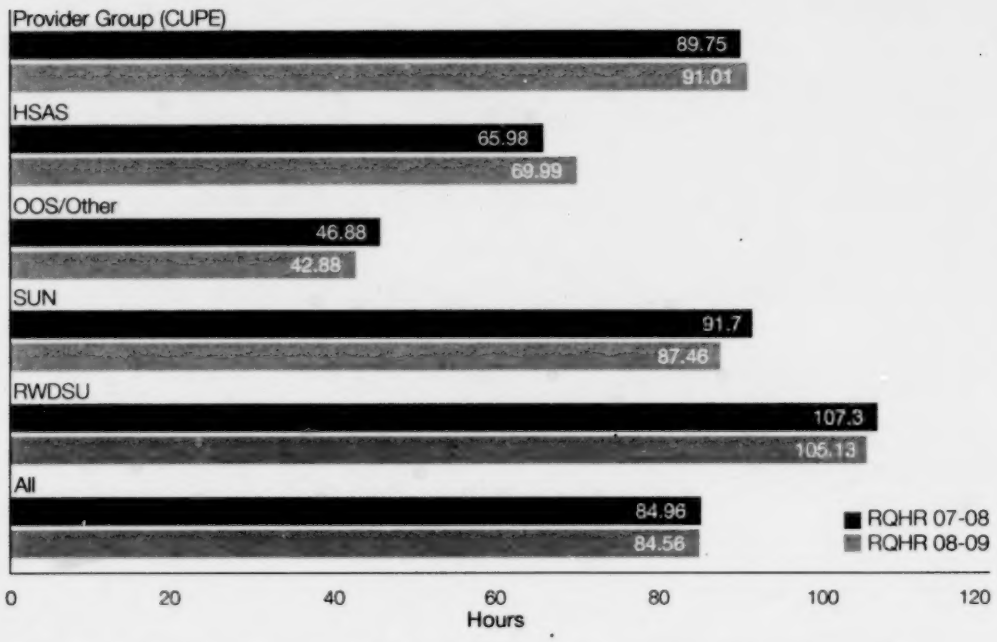
Number of lost-time WCB days per 100 full-time employees



The number of lost-time Workers' Compensation Board days per full-time employee (data source: Saskatchewan WCB) compared to the provincial number.

2008 -- 2009 Performance Results

Number of sick leave hours per full-time employee



The total number of hours employees absent from work due to illness or injury per full time equivalent by affiliation.

Overall, the RQHR had a slight decrease in sick leave hours per FTE in comparison to last year. There was a moderate decrease in sick leave hours for employees affiliated with SUN and RWDSU. Two other groups including HSAS, and CUPE saw increases.

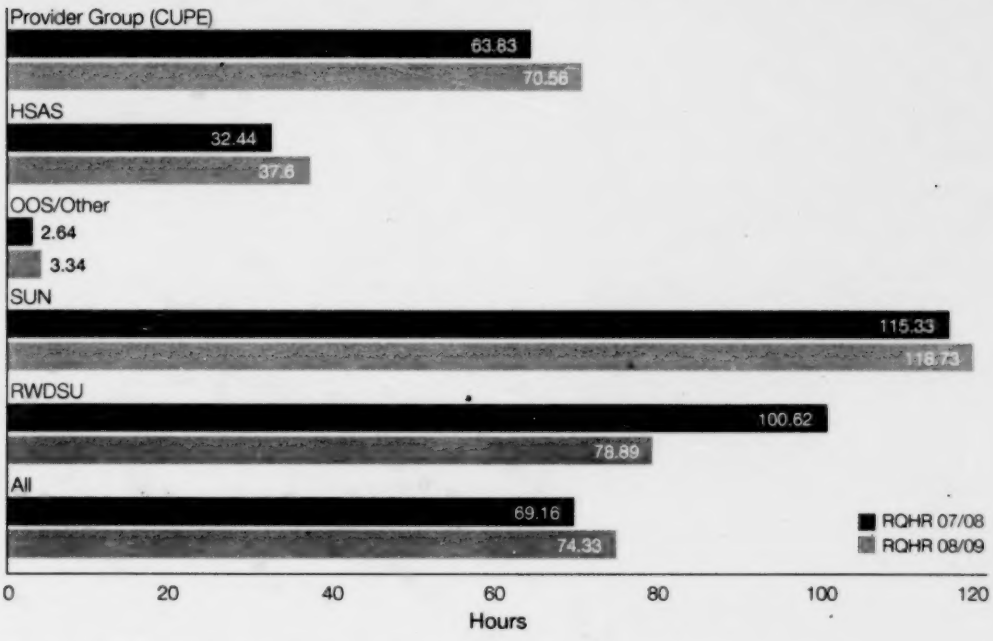
The Conflict to Collaboration Program, a partnership with Saskatchewan Justice, Dispute Resolution Office, provides employees with the tools to effectively resolve conflict in the workplace.

The Fit Club provides employees with an opportunity to exercise and maintain physical fitness through various fitness programs offered within the Region. From "total body workout" classes to "stretch and relax" classes, there is something for everyone. The Employee Fitness Center located at Wascana Rehabilitation Centre and Regina General Hospital offers an array of fitness equipment for cardio and strength training. Funding is also provided for fitness initiatives within RQHR rural facilities.

Other ongoing initiatives of the RQHR include: Respiratory and Personal Protection Program, Infection Control and Outbreak Planning, Immunization, Occupational Hygiene Screening, Back Management Program, Employee and Family Assistance Program, Critical Incident Stress Management and Personal and Professional Development.

2008 – 2009 Performance Results

Number of over-time & other premium hours per full-time employee

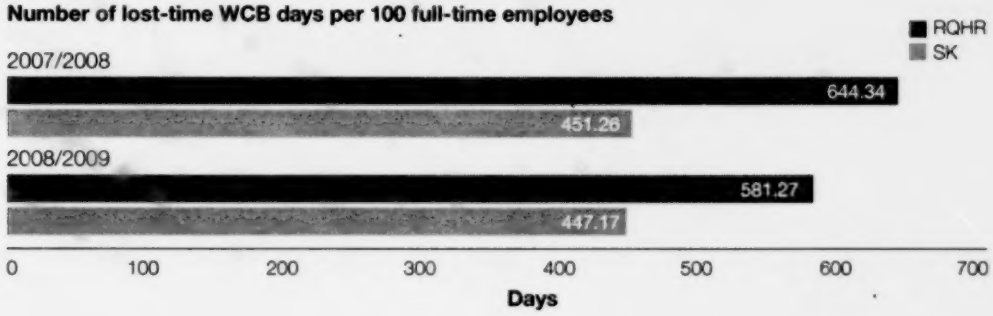


The hours per FTE that a premium (overtime and other) was paid by affiliation.

The highest premium hours occurred among SUN employees (Registered Nurses), with increased hours for all groups except RWDSU.

The number of full-time employees remains relatively stable for all affiliations in comparison to the previous year.

Number of lost-time WCB days per 100 full-time employees



The number of lost-time Workers' Compensation Board days per full-time employee (data source: Saskatchewan WCB) compared to the provincial number.

2008 – 2009 Performance Results

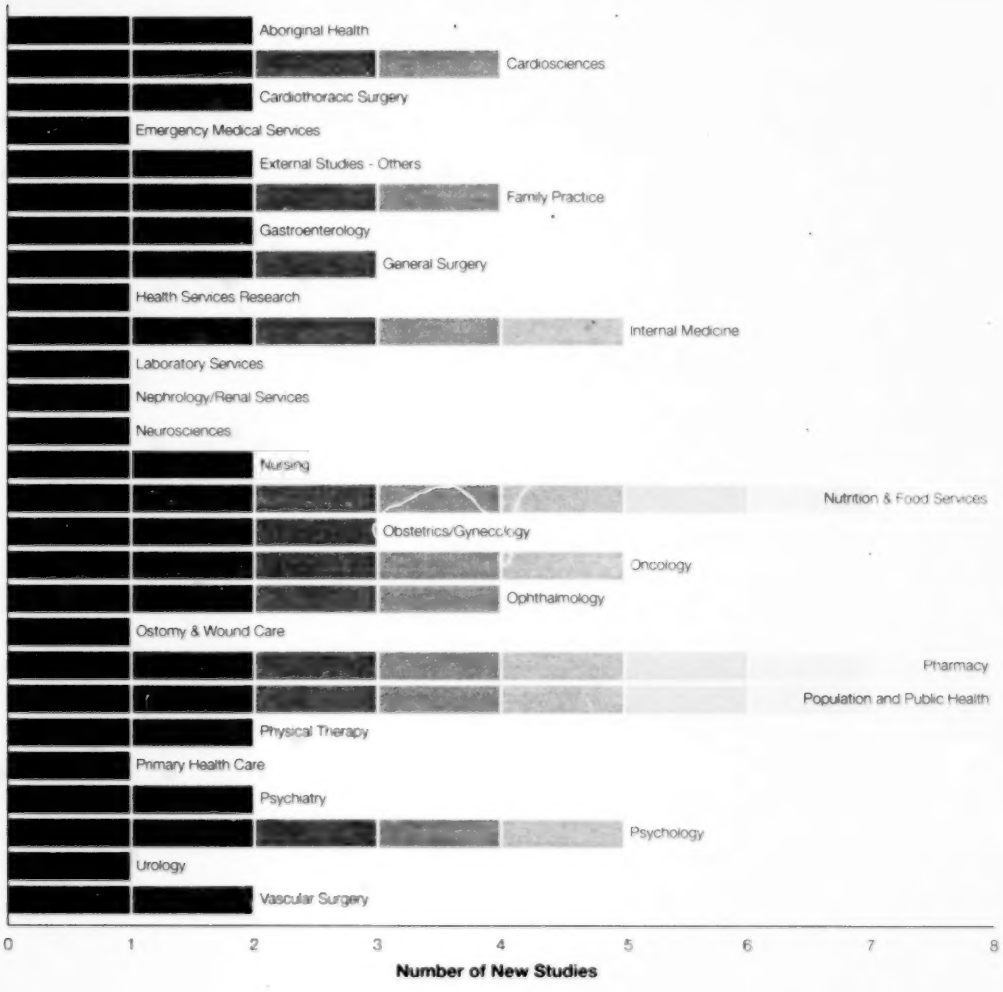
The RQHR lost-time days per 100 full-time employees showed improvement, having dropped by 9.8% relative to 2007-2008. The number of claims overall for the Region remains higher than the provincial rate. However, the rate in the Region has consistently reduced over the past three years.

Research

Health research tests the effectiveness of new treatments, informs health systems about factors that increase the probability of illness, and supports the development of the most effective means of delivering health care.

The RQHR is dedicated to supporting health research. In the past year, 80 new studies representing 27 areas of medical specialty were approved by the RQHR's Research Ethics Board. The areas of Population and Public Health, Pharmacy, Nutrition and Food Services were most active.

Research Initiation by Clinical Specialty 2008/09

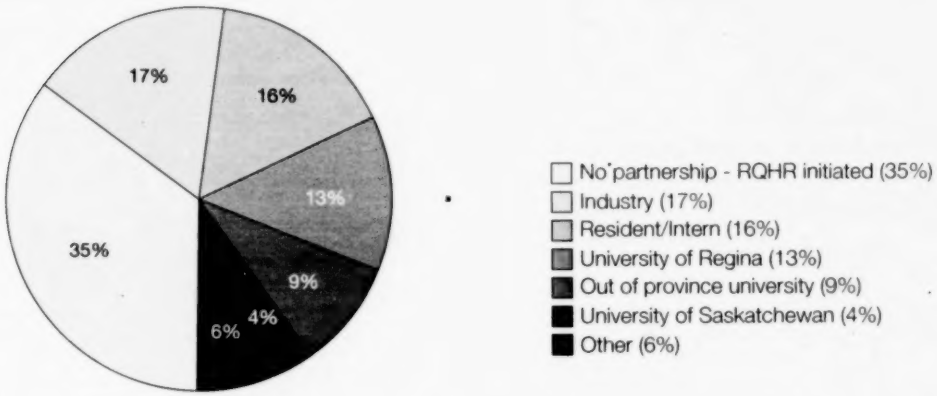


2008 – 2009 Performance Results

Since many studies require more than one year to complete, the Region was actively involved in 151 studies during 2008-2009.

The RQHR works in partnership with numerous universities and other organizations, companies, and researchers to conduct these studies.

Research Partnerships 2008/09

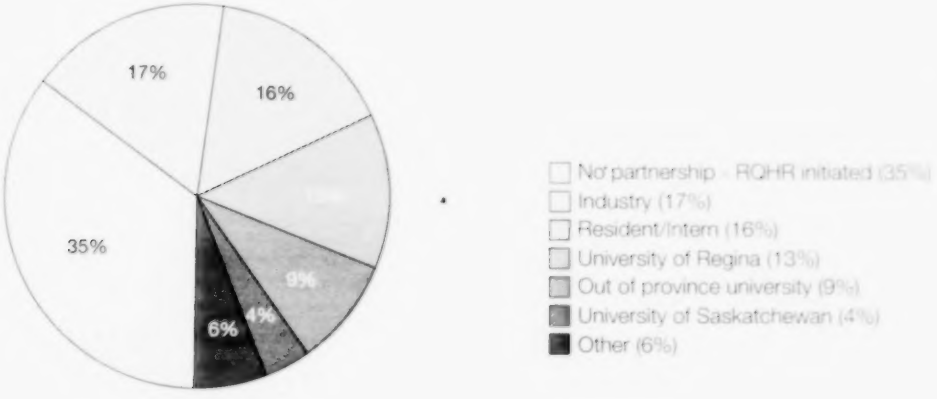


2008 – 2009 Performance Results

Since many studies require more than one year to complete, the Region was actively involved in 151 studies during 2008-2009.

The RQHR works in partnership with numerous universities and other organizations, companies, and researchers to conduct these studies.

Research Partnerships 2008/09



Future Outlook and Emerging Issues

A strong, emerging focus in Saskatchewan's health care system is on transforming the patient experience. The transformation is intended to be in terms of the quality and safety of services provided, as well as the manner in which they are provided. RQHR has been reviewing our priority areas of Patient Safety, Improved Access and Quality of Worklife within this focus of transformation.

The Patient First Review underway in the province will further influence and impact our priority service areas. Strategic efforts will be made to ensure that RQHR's efforts align with the issues identified in the recommendations flowing from the Patient First Review.

There is a greater emphasis on the customer service philosophy in health care.

Members of the public have identified concerns around access, coordination of care, communication and sustainability of services as some of the top concerns.

The Ministry of Health has provided regions with Strategic and Operational Directions for the Health Sector, including key actions, measures and targets. This will influence what - and how - Regional Health Authorities measure in terms of performance.

RQHR is well positioned to support and help achieve the provincial directions in the future. Our strategic priorities are consistent and we have made a major commitment to quality approaches such as Accelerating Excellence, Quality as a Business Strategy and LEAN/Six Sigma methodologies.

Understanding and responding to public expectations of the health care system will be an important challenge for health providers to achieve.

Governance and Transparency:
Establishing a trustworthy and accountable organization

The mandate of the RQHR is to provide quality, accessible health services that meet the needs of its residents and people in southern Saskatchewan who rely on it for specialized services.

The RQHR is charged with two main areas of responsibility. The first is to assess the health care needs of the people it serves, prepare annual budget plans, deliver quality services and evaluate the services it provides. The second is to provide specialized health care for 465,000 residents in southern Saskatchewan through the two designated provincial hospitals in Regina.

Regina Qu'Appelle Regional Health Authority

Pursuant to *The Regional Health Services Act*, the Regina Qu'Appelle Regional Health Authority is ultimately accountable to the Minister of Health to achieve the provincial and regional goals and objectives for health services.

Within this mandate, the Authority has set the overall direction for the organization and defined a strategic framework, which specifies the vision, mission and values of the organization.

The Authority assumes its role and responsibilities within the context of a governance policy framework of decision making and accountability and the powers of authority prescribed to it in *The Regional Health Services Act*.

The governance framework is driven by five fundamental components that facilitate board performance effectiveness. They include leadership, strategic direction, roles, processes and policies, and Authority relationships and development. In fulfilling its responsibilities, the Authority has established four standing committees: Governance and Nomination Committee; Services and Programs Committee; Resource Accountability Committee; and the Community Partnerships Committee. In addition, the Authority has established three Community Advisory Networks to ensure that the Authority receives input and advice from local citizens.

All Regional Health Authority members are appointed to serve on one or two of the Authority's standing committees and certain members have been designated to liaise with Community Advisory Networks. Each committee and network operate independently of the others. Authority members must travel extensively to attend meetings that are held throughout the Region.

The Governance and Nominations Committee is responsible for matters pertaining to governance. The Resource Accountability Committee is charged with oversight of areas related to finance, audit, human resources, facilities and capital resource infrastructure. The Services and Programs Committee is responsible for oversight of the Region's service delivery model, particularly as it relates to providing accessible, quality and safe health services. The Community Partnerships Committee is responsible for oversight of the Authority's Community Advisory Networks, as well as relationships with the Region's stakeholders and partners.

Governance and Transparency:
Establishing a trustworthy and accountable organization

The members of the Regina Qu'Appelle Regional Health Authority in 2008 were as follows:

Members	Regular Meeting Attendance	Committee & Special Meetings Attendance
Bergman, Anita	86%	100%
Boutilier, Lloyd	100%	63%
Connolley, Pat	86%	100%
Elford, Loretta	100%	75%
Everett, Marie	71%	88%
Fisher, Tyronne	77%	86%
Knuttila, Murray	100%	100%
Leier, Bryan	100%	100%
Poitras, Bev	25%	20%
Semenchuck, Gary	86%	86%
Taylor, Alex	100%	88%
Ward, Chuck	100%	100%

In January 2009 Health Minister Don McMorris announced the appointment of board members for the province's 12 regional health authorities. The following have been appointed to the Regina Qu'Appelle Regional Health Authority for a three-year term:

Members	Regular Meeting Attendance	Committee & Special Meetings Attendance
Barber, Brian	100%	100%
Boutilier, Lloyd	100%	100%
Bryant, Colleen	100%	100%
Carter, Jacqueline	100%	100%
Dixon, Lois	100%	100%
Elford, Loretta	50%	100%
Everett, Marie	100%	100%
Hunter, Brad	50%	50%
LaRocque, Karen	–	–
Quinlan, Sean	100%	100%
Semenchuck, Gary	–	–
Woidyla, Peter	100%	100%

Committees of the RQRHA:

Resource Accountability

- Finance
- Audit
- Accreditation
- Capital & Facilities
- Human Resources

Governance and Nomination

- CEO & Liaison & Evaluation
- Board/Development
- Education
- Board Policy
- Development/Review
- Strategic Accountability

Services and Programs

- Quality Care
- Patient Safety
- Medical Affairs

Community Partnerships

- Community Advisory Networks
- Public Relations
- Partnerships

For biographical and contact information regarding the members of the Regina Qu'Appelle Regional Health Authority, visit the website at www.rqhealth.ca.

Governance and Transparency:
Establishing a trustworthy and accountable organization

The Regina Qu'Appelle Regional Health Authority believes that an integral part of its accountability to the public involves being transparent and trustworthy. The Authority has taken several steps in this regard; for example:

- Authority business meetings are held in public, and are convened both in Regina and in rural areas of the Region.
- The Region's website includes notices of meetings, agendas and minutes, as well as contact information of all Authority members.
- Authority meetings are advertised in the Leader-Post and community newspapers. Media advisories are sent to all regional media informing them of Authority meetings.
- Information regarding activities of the Authority is regularly distributed through the Region's internal and external newsletters.
- An interface with communities and the public has been established through three Community Advisory Networks that provide advice and input directly to the Authority.

The payee lists are made public. The two lists show total payments made to employees through the payroll system and the total amounts paid to vendors through the accounts payable system.

Community Advisory Networks

In August 2002, the passage of *The Regional Health Services Act* not only brought 12 Regional Health Authorities into existence, but it also gave them the formal mandate to establish Community Advisory Networks.

The goal of these networks was to ensure that health authorities would benefit from the advice and input of local citizens when setting priorities and direction for health services. The importance of maintaining effective links with community leaders, consumer groups, education and social agencies was seen as a priority for the Networks.

In response to this mandate from government, the Authority passed a motion that formally approved a framework of four geographically-based Community Advisory Networks composed of up to 15 persons each to serve the Health Region. The networks were the Central Community Advisory Network, East Community Advisory Network, Regina Community Advisory Network and North Community Advisory Network.

December 2006 marked the end of the first term of Network appointments, at which time, the Authority, in consultation with network members, reassessed the structure of the networks. The Authority decided that, starting in 2007, it would reduce the number of networks from four to three: one in Regina and surrounding area; the second representing the Region's rural area; and the third composed of youth between the ages of 16 and 25 years.

Governance and Transparency:
Establishing a trustworthy and accountable organization

In order to advance the concept of community input and participation, Regina Qu'Appelle engaged its Community Advisory Networks to assist in planning a series of meetings across the Region with a broad cross-section of the public. The series of eight consultation meetings that were held in various parts of the Regina Qu'Appelle Health Region during April, June and October of 2008. The consultations were held as follows:

- Rural: Southey, Regina Beach and Lestock;
- Urban Regina: Scott Collegiate, Core Ritchie Centre, Mutchmore Lodge; and,
- Youth: University of Regina and SIAST Campus.

Over the course of the eight consultation meetings approximately 180 people participated in this process. The purpose of this process was to gather community input related to specific issues. While each community meeting was unique, the questions that guided the consultation were the same. The participants were presented with the following four questions:

1. What health care services are needed in your community?
2. How can the Region get health care information to you?
3. How can the Region encourage you to choose a career in health care?
4. How can the Region attract more volunteers?

Governance and Transparency:
Establishing a trustworthy and accountable organization

Payee Disclosure List

Personal Services

Listed are individuals who received payments for salaries, wages, honorariums, etc., which totaled $50,000 or more.

Individual	Payment	Individual	Payment	Individual	Payment
Abadiano, Linda	173,817	Althouse, Leanne	55,735	Arscott, Susan	73,360
Abbas, Zahid	84,233	Altrogge, Jordan	56,965	Arvidson, Kristin	91,304
Abell Thome, Cathie	76,593	Altwasser, Tara	58,733	Asante, Ethelda	86,274
Abello, Timothy	63,604	Ambrose, Jacquelin	67,231	Aschenbrenner, Jeannette	114,231
Abello, Sandra	94,909	Ambrosia, Erin	60,069	Ash, Danielle	70,600
Abii Ndoh, Edith	109,250	Amon, Bree	75,023	Ashfield, Ardean	56,306
Abrey, Karen	81,158	Amy, Gwen	75,634	Ashman, Juliet	80,245
Ackerman, Candyce	51,488	Amyotte, Bernadett	71,690	Askin, Susan	60,467
Ackerman, Melinda	70,132	Anacio, Carlo	84,805	Assman, Lori	108,842
Ackles, Sharon	56,751	Anderson, Barbara	54,760	Ast, Marie	103,018
Ackles, Leah	66,537	Anderson, Robin	57,031	Attwood, Angela	90,409
Adair, Carol	161,688	Anderson, Elizabeth	60,735	Aubichon, Yvonne	62,660
Adamiak, Bonnie	60,241	Anderson, Sandra	61,308	Austin, Carol	56,185
Adamko, Brenda	76,649	Anderson, Maureen	67,477	Azcueta, Jed	67,261
Adams, Michael	72,196	Anderson, Janet	80,213	Baars, Jodi	50,611
Adams, Jody	79,690	Anderson, Carol	80,238	Baber, Carla	51,282
Adams, Jaime	95,575	Anderson, Sheila	81,145	Babuik, Richard	84,705
Adcock, Stanley	61,569	Anderson, Carolyn	83,763	Bachorick, Beverly	62,866
Adeyoju, Motunrayo	134,312	Anderson, Sharon	106,709	Backlin, Dale	69,277
Agullana, Melanie	76,281	Andres, Jean	57,275	Backlin, Christina	83,265
Ahlquist, Elijah	92,780	Andrews, Lillian	56,218	Bacon, Peggy	75,617
Ahmadi, Milagros	72,812	Andrews, Tracy	62,197	Badgley, Catherine	116,144
Aikens, Chelsea	53,258	Andrews, Naomi	78,801	Baer, Bonnie	107,287
Airir, Abdellah	92,088	Angielski, Verna	116,730	Bagnell, Jennifer	60,795
Akan, Joseph	66,259	Antal, Krista	63,386	Baht, Ryan	87,292
Alarcon, Irene	79,567	Antal, Jonathan	93,690	Bailey, Patricia	79,873
Aldinger, Anita	85,140	Antoine, Elaine	57,289	Baily, Karen	78,832
Aldous, Lee	50,381	Antoine, Lani	72,653	Bain, Diane	80,330
Alejandria, Louanne	59,413	Antonio, Angela	76,207	Baiton, Susan	92,151
Alexiuk Psotka, Joanne	59,097	Appel, Jamie	74,473	Bajo, Arnulfo	172,950
Alfano, Beverly	96,839	Apperley, Barry	77,415	Bak, Darlene	100,772
Alfonso, Brenda	90,435	Appleby, Shannon	59,492	Baker, Tricia	122,071
Ali, Meimuna	71,700	Appleby, Heather	75,366	Balak, Janet	89,391
Aligan, Jaemie Ra	67,090	Arams, Stefanie	63,735	Balch, Laurie	75,743
Allan, Bruce	54,940	Arbuthnot, Blair	78,448	Baldock, Tara	56,923
Allan, Laura	56,696	Argue, Jocelyn	72,163	Baldock, Rita	81,749
Allan, Shauna	60,745	Arguin, Patricia	82,407	Baldos, Evelyn	131,343
Allard Johnson, Michelle	51,521	Arguin, Len	91,230	Balfour, Don	59,692
Allen, Annie	50,529	Arklie, Chris	65,247	Balius, Ken	70,300
Allen, Brent	53,252	Armbruster, Robert	54,673	Ball, Dorothy	60,852
Allen, Dianne	54,102	Armbruster, Krystal	82,735	Ball, Ronald	71,920
Allen, Thomas	82,203	Armstrong, Craig	78,242	Balycky, Annette	69,624
Almassy, Nicole	67,981	Armstrong, Shawn	82,857	Bamhour, Heather	75,001
Alport, Lois	70,093	Arndt, Rachel	65,445	Bancescu, Shelda	82,182
Alport, Edward	515,640	Arnold, Arleene	62,130	Banfield, Joy	89,849

Governance and Transparency:
Establishing a trustworthy and accountable organization

Individual	Payment	Individual	Payment	Individual	Payment
Baniulis, Margaret	104,559	Beitel, Laura	83,714	Birchard, Lynn	80,692
Bank, Karen	65,801	Beitel, Linda	96,177	Bird, Marlyn	54,680
Banks, Muriel	51,419	Belav, Sherry	89,676	Bird, Judy	65,471
Banning, Sharon	89,164	Bell, Karen	59,503	Bird, Verna	80,325
Baran, Vivian	108,899	Bell, Tammy	65,283	Bird, Linda	89,771
Barber, Charles	54,924	Bell, Alison	69,392	Birns, Heather	65,211
Barber, Susan	68,437	Bell, Debbie	70,581	Birns, Beverley	95,051
Bardal, Terry	100,077	Bell, Stacey	72,291	Bishop, Sharon	83,229
Barker, Lorraine	93,810	Bell, Elissa Le	89,498	Bissett, Sandra	69,205
Barnard, Phyllis	64,802	Bell, Jerry	90,194	Bizzarri, Arlene	80,266
Baron, Michael	83,580	Bell, Kerri	93,970	Bjelland, Pamela	72,723
Barrett, Vanessa	70,260	Bellavance, Gord	80,326	Bjerland, Glorianne	95,054
Barsi, Amy	50,425	Belleyarde, Jennifer	105,493	Black, Marilyn	93,242
Barth, Carol	71,255	Bellisle, Tracie	88,260	Black, Darlene	109,668
Bartlett, Marilyn	52,452	Bemis, Tanya	59,940	Blackmer, Barb	75,734
Bartlett, Tanya	54,659	Benaschak, Clay	60,691	Blair, Brenda	52,844
Bartolome, Jeremy	95,162	Bender, Connie	60,890	Blair, Ruth	94,336
Baseden, Jessica	59,250	Benedik, Corinne	87,915	Blayone, Sherie	78,579
Bassi, Manpreet	53,576	Benitez, Engelbert	90,051	Blechinger, Brenda	58,358
Bast, Darlene	78,116	Bennett, Lori	80,005	Blommaert, Patricia	106,923
Bateman, Dorothy	81,251	Benning, Margot	66,806	Blomme, Elaine	84,774
Bateman, Enid	101,033	Benoit, Linda	80,067	Blondeau, Rena	78,828
Bathgate, Debra	94,173	Benz, Cara	56,804	Bloomfield, Shawn	71,912
Batty, Cynthia	60,940	Bereti, Lorilee	87,097	Bobetsis, Spero	64,097
Bauer, Egistina	108,238	Bereziuk, Chantel	97,828	Bobetsis, Gus	79,937
Baumann, Nancy	64,518	Berezowski, Mark	60,494	Bobetsis, Logan	80,533
Baumgartner, Kathleen	52,792	Berezuik, Sheena	62,371	Boczulak, Dianne	81,873
Baxter, Brittany	59,763	Berg, Cathy	52,595	Bodani, Jayalaksh	372,887
Beahm, Karen	50,756	Bergquist, Christa	57,193	Bodnarchuk, Linda	81,825
Bean, Jennifer	78,645	Bergquist, Lorie	86,174	Bodnard, Stacey	80,325
Bearss, Leslie	78,419	Bernal, Ronald	84,692	Bodnaryk, Sharon	81,769
Beaton, Debbie	99,529	Bernhardt, Geraldine	83,680	Boehlen, Reid	79,350
Beatty, Sheri	57,777	Berthelette, Candice	51,246	Boehmer, Mavis	82,789
Beauchesne, Elaine	75,847	Betz, Brenda	81,793	Boekelder, Roxanne	54,483
Beaurivage, Barbara	97,132	Beutel Fox, Bonny	59,341	Bogdan, Janet	81,787
Beck, Jeanette	78,508	Beutler, Cheryl	55,693	Bolen, Karyn	71,297
Becker, Jill	51,231	Beutler, Muriel	95,347	Bolen, Carla	83,724
Becker, Jaclyn	70,223	Beutler, Linda	104,597	Bondarchuk, Aaron	56,235
Becker, Gail	76,973	Biberdorf, Lisa	83,390	Bondarchuk, Eric	95,205
Beer, Donna	51,333	Bichel, James	94,308	Bonderoff, Hazel	85,719
Begg, Elizabeth	136,947	Bidwell, Nicole	97,830	Bonk, Esther	59,150
Beggs, Ryan	114,584	Bien, Marilyn	85,475	Bonk, Brenda	63,313
Beggs La Riviere, Gail	72,865	Bigalky, Jodie	71,304	Bonokoski, Jodi	72,223
Behnke, Wanda	78,134	Bigelow, Jeannette	74,115	Booker, Elizabeth	77,830
Behr, Glen	84,379	Bilan, Michelle	62,516	Booker, John	86,998
Beier, Shauna	58,958	Bilo, Maria	78,877	Bookout, Gayle	54,665
Beisel, Patricia	78,683	Bingham Adams, Karen	74,960	Booty, Kerry	66,055
Beitel, Joy	68,105	Binner, Arlene	69,441	Bordas, Fred	86,102
Beitel, Catherine	81,160	Birchard, Debbie	55,245	Bordyniuk, Monique	72,732

Governance and Transparency:
Establishing a trustworthy and accountable organization

Individual	Payment	Individual	Payment	Individual	Payment
Borromeo, Jophen	58,948	Brockelbank, Judy	64,455	Burns, Beverley	53,837
Borsa, Shawna	85,263	Brockman, Shannon	67,483	Burns, Lorraine	54,617
Boschman, Judith	50,656	Brockman, Anita	79,046	Burns, Kimberley	59,407
Bosovich, Darlene	55,122	Brodziak, Shelley	72,339	Burns, Michele	60,129
Botkin, Larissa	79,742	Brolund, Trudy	52,824	Burns, Carol	67,770
Boucher, Celeste	64,311	Brooks, Jennifer	80,169	Burt, Brenda	61,026
Boucher, Scott	64,629	Brooks, Denise	81,314	Busby, Camille	59,421
Boudreau, Suzanne	105,829	Brossart, Cory	84,657	Busch, Delanna	60,934
Boulet, Nathan	50,529	Brotzel, Susan	71,887	Busch, Julie	78,026
Bourassa, Kimberley	53,790	Broughton, Marlene	129,094	Buschow, Carmen	54,762
Bourdages, Lori	58,032	Brown, Jessica	57,133	Buss, Florence	69,099
Bourget, Helen	57,859	Brown, Siobhan	59,536	Butler, Erin	52,466
Bourret, Holly	50,752	Brown, David	60,056	Butler, Joyce	83,714
Bowditch, Elsie	56,913	Brown, Shauna	61,183	Butler, Karen	88,303
Bowen, Max	62,417	Brown, Marla	62,942	Butz, Dawn	54,180
Bowen, Francis	294,293	Brown, Beverly	77,098	Buzash, Robert	67,014
Bowman, Jane D	109,333	Brown, Alison	80,647	Buzila, Dora	113,367
Boyachek, Michelene	75,831	Brown, Marlene	85,400	Bye, Myrna	94,736
Boyd, Marion	82,068	Brown, Jeff	89,615	Cabacungan Ecim, Clarina	88,282
Boyd, Darlene	83,714	Brown, Nancy	98,656	Cabigon, Enrico	471,985
Brabant, Kenneth	50,899	Brown, John	105,308	Caburao, Crystal	64,608
Bradley, Shelly	67,158	Brown Lewis, Murieka	52,901	Cabylis, Angela	54,910
Bradley, Meghan	72,345	Brownlee, Dianne	79,728	Cadrin, Marie	70,502
Brady, Janice	63,982	Brubacher, Mary	95,568	Caithcart, Richard	73,856
Brady, Ray	65,044	Bruce, Colleen	62,161	Calamba, Amparo	72,453
Braithwaite, Rhonda	95,505	Brundage, Diane	63,451	Calcraft, Susan	97,350
Brand, Nicole	52,436	Bryant, Lenore	84,572	Calder, Doug	95,825
Brandt, Aimee	73,803	Brydon, Daniel	67,298	Calder, Dawn	118,382
Bratkoski, Lisa	61,909	Bryson, Genevieve	110,555	Calderon, Rita	56,563
Braun, Dona	78,197	Buchanan, Linda	90,517	Calhoon, Mae	83,785
Braun, Jacquelin	139,990	Buckoski, Mary	71,753	Calimente, Doris	65,891
Brentnell, Wanda	97,533	Buckton, Kevin	63,943	Calland, Bryan	103,512
Brenzil, Marlene	57,751	Buddecke, Judith	87,887	Callum, Marilyn	86,077
Brewer, Andrea	84,758	Bueckert, Devin	89,574	Calvin, Jennifer	62,479
Brezinski, Lori	114,295	Buemio Campbell, Cecilia	95,263	Camara, Clorinda	50,815
Brian, Daniel	65,002	Buenavista, Rosemarie	84,735	Cameron, Julie	68,411
Briand, Sandra	76,599	Buendia, Johanna	70,857	Cameron, Bonnie	73,507
Briere, Celeste	100,948	Bueno, Janet	94,184	Cameron, Tina	75,998
Briere, Bonnie	112,396	Buergel, Robyn P	70,125	Cameron, Faith	78,830
Brighton, Erin	58,216	Bugiera, Claudette	91,616	Cameron, Katherine	90,360
Brigidear, Marie	66,932	Bugyi, Shari	58,853	Camins, Jacy	82,724
Brin, Jolyn	73,848	Buhler, Tracy	76,440	Campbell, Alison	55,128
Brisbois, Elva	83,525	Burant, Denise	50,926	Campbell, Margaret	59,707
Bristol, Ken	93,415	Burant, Rodney	71,114	Campbell, Gordon	61,932
Brittner, Natalie	65,006	Burant, Colette	77,973	Campbell, Daniel	65,250
Brizinski, Alexa	52,164	Burchi, Jo Anne	69,502	Campbell, Brenda	71,014
Broadfoot, Blair	94,931	Burkitt, Shannon	112,714	Campbell, Shannon	98,369
Brochu, Angela	66,693	Burla, Tamara	101,289	Camponi, Ethel	63,891
Brochu, Mark	78,466	Burnay Vaags, Gisele	79,114	Cano, Laura	107,823

Governance and Transparency:
Establishing a trustworthy and accountable organization

Individual	Payment	Individual	Payment	Individual	Payment
Canute, Raymond	67,092	Chapple, Alan	115,564	Clark, Jamie	81,264
Capewell, Kathryn	82,703	Chard, Erin	72,303	Clark, Carole	91,734
Caragata, Cindy	72,860	Chard, Stephen	83,485	Clark, Velda	93,614
Card, Ruth	60,458	Charette, Brenda	75,762	Clark Downton, Cynthia	54,243
Cardwell, Kenneth	56,360	Charleson, Sharon	97,509	Clark Musschoot, Melissa	136,503
Cargill, Brad	83,714	Chartier, Lanaya	88,165	Clarke, Deborah	60,724
Carignan Young, Joanne	72,113	Chartrand, Rhonda	54,387	Clarke, Norman	70,702
Caritativo, Carol Ann	66,125	Chatterson, Kelly	95,963	Clarke, Tina	71,625
Carlson, Ed	60,951	Chaykowski, Jaclyn	52,967	Clarke, Charlene	92,918
Carlson, Cheryl	78,910	Checkley, Brian	55,730	Clarkson, Tracy	92,729
Carlson, Stephanie	94,416	Cheney, Janet	82,429	Clay, Adeline	64,892
Carlson, Lorri Ann	98,622	Chernesky, Karen	72,076	Clay Lewis, Diane	95,615
Carlson, Teresa	118,128	Chernick, Christina	50,496	Claypool, Shannon	54,277
Carman, Chris	53,882	Cherwaty, Darren	96,957	Cleggett, Janet	51,935
Carman, Shelan	54,581	Chesters, Patricia	64,293	Clement, Loreen	86,553
Caro, Josephine	76,893	Chestney, Sherry	65,974	Clemmensen, Jolene	51,312
Carpentier, Judith	58,379	Chevalier, William	72,330	Cloutier, Andrea	69,889
Carr, Gary	50,088	Chew, Foong Mei	67,672	Coates, Rosemary	60,999
Carr, Lisa	50,597	Chhokar, Gurjeet	66,210	Coates, Nancy	77,784
Carr, James	58,115	Chijide, Valda	244,515	Coates, Anna	95,198
Carr, Lee Ann	64,973	Chipanshi, Mary	57,298	Cobbledick, Bev	71,494
Carrell, Dawna	59,381	Chipurda, Romana	51,158	Coburn, Ronald	75,328
Carriere, Barbara	50,133	Chisholm, Joanne	118,270	Cochrane, Shelley	55,907
Carson, Ramona	81,093	Chomos, Heather	81,770	Code, Barbara	80,702
Carson, George	228,696	Chomyn, Terry	83,488	Colclough, Maureen	63,621
Carswell Slinn, Gaylene	53,827	Chorney, Linda	95,054	Colclough, Arthur	92,225
Carter, Crista	55,670	Chorneyko, Anita	83,714	Cole, Jade	56,687
Carton, Susan	88,783	Chow, Arnold	66,561	Coleman, Jean	90,204
Carubio, Ruth	143,142	Chretien, Terry	57,703	Coles, Kathie	78,743
Carvell, Leona	83,563	Christensen, Tamara	86,591	Collacott, Brenda	61,333
Case, Sherry	50,921	Christensen, Donna	91,378	Constantino, Eleonor	89,079
Casemore, Beverley	60,204	Christmann, Alison	52,789	Contreras, Gisela	75,586
Casemore, Chris	84,327	Christoph, Valerie	137,665	Cook, Laurie	67,408
Caufield, Lana	79,093	Christopherson, Clifton	50,087	Cook, Stephanie	76,884
Cave, Christoph	81,351	Christopherson, Kim	58,583	Coomaran, Vettivelu	58,398
Cavers, Stephanie	91,032	Christopherson, Catherine	62,802	Coombs, Leann	53,191
Cayari, Necita	58,647	Chrusch, Wendy	195,436	Cooney, Duddow	96,711
Cazakoff, Sharon	75,561	Chu, Florence	80,684	Coons, Pamela	79,083
Cerato, Janice	80,812	Chubak, Suzanne	64,390	Cooper, Christina	60,495
Chabot Baker, Jeanne	71,656	Chupik, Nancy	54,287	Cooper, Daniel	70,807
Chalupiak, Carmen	71,778	Church, Patricia	60,248	Cooper, Ronald	94,736
Chamberlin, Lindsay	60,015	Churchman, Carol	110,431	Corkery, Judith	80,362
Chamberlin, Lisa	91,739	Churko, Donna	88,495	Corley, Stacy	62,041
Chambers, Lynne	64,702	Cibart, Janice	80,088	Corscadden, Wendy	54,469
Chamney, Hali	68,996	Clare, Robert	92,021	Cortes, Stacey	62,131
Chan, Michael	65,480	Clark, Caroline	53,342	Cortes, Karen Mae	68,279
Chandy, Lisa	51,540	Clark, Kathy	59,474	Cosford, Kristen	66,190
Chanig, David	70,186	Clark, Lesley	76,391	Cossette, Marlee	72,541
Chapman, Brenda	105,402	Clark, April	76,576	Cote, Shannon	80,071

Governance and Transparency:
Establishing a trustworthy and accountable organization

Individual	Payment	Individual	Payment	Individual	Payment
Cote, Marion	84,870	Daly, Jason	63,464	Derow, Melissa	71,640
Coueslan, Melissa	54,530	Dancsok, Marie	69,824	Derrick, Roy	131,538
Coulter, Cindy	59,802	Danielson, Deborah	95,824	Desjardins, Annette	68,250
Coulter, Bill	88,787	Danylczuk, Mike	77,053	Desjarlais, Tyler	50,859
Coulthard, Maureen	83,503	Danyliw, Brian	89,724	Desrochers, Miranda	80,848
Coupal, Alicia	60,442	Danyluk, Amy	64,725	Desrosiers, Bernard	66,211
Cowan, Shannon	66,061	Darjes, Paulette	71,612	Devaraj, Ramachand	305,538
Cozine, Denise	85,862	Daschie, Lisa	80,296	Devine, Sandra	85,884
Craig, Angeline	75,026	Dauphinais, Cori	67,354	Dew, Heather	62,540
Craig, Dawn	77,685	Davalos, Pablo	92,250	Dewald, Connie	87,056
Cramm, Marlene	57,399	Davidowich, Lorrie	96,724	Dewitt, Kathryn	74,389
Craven, Valorie	121,583	Davidson, Colleen	66,622	Dhaliwal, Mohinder	60,862
Crawford, Judy	59,655	Davidson, Barbara	116,510	Dhami, Sukhdeep	55,725
Crerar, Elsie	64,615	Davidson, Vivian	132,470	Dhillon, Kam	140,958
Creurer, Jeanne	53,286	Davies, Meghan	55,724	Diana, Dinah	50,222
Crittenden, Shirley	86,290	Davies, Karen	78,064	Dickie, Kim	62,188
Crookshanks, Carolyn	80,670	Davies, Valerie	117,458	Dickie, Crystal	67,580
Cross, Treena	56,754	Davis, Crystal	59,483	Dickie, Stephen	100,801
Cross, Beverley	79,821	Dawn, Brandi	54,155	Dickin, Tamara	77,758
Cross, Bryan	90,470	Dawson, Lorna	83,377	Dicks, Brenda	52,400
Crossley, Laurie	81,003	Day, Arlene	55,386	Dickson, Diane	73,280
Crowe, Nanciann	82,442	Day, Crystal	58,878	Dickson, Karen	83,009
Crozier, Stella	51,923	Day, Edward	74,793	Dielschneider, Lori	102,000
Crozier, Margaret	108,233	Day, Christine	86,856	Dielschnieder, Lynne	81,798
Cruise, Loretta	101,254	Dayne, Jacquelen	93,146	Diener, Tania	261,949
Crump, Irene	60,456	Deagle, Monica	93,112	Dillon, Lahoma	55,841
Cuddington, Terry	72,212	Dean, Erlinda	52,305	Dima, Anda	74,170
Culham, Sherry	68,283	Debesai, Michael	65,004	Dimaano, Maria	68,683
Culig, Ernesto	63,269	Decano, Felina	175,863	Dingle, Courtney	75,080
Culig, Glory	200,219	Deck, Gordon	53,937	Dixon, Lana	57,863
Cullen, John Paul	105,834	Deck, Melinda	63,111	Dizon, Josephine	59,107
Culling, Carla	87,438	Decorby, Bonny	51,704	Dizy, Jacquelin	78,915
Cullins, Joan	55,783	Decosmo, Carla	56,186	Dmyterko, Myles	61,745
Currie, Marjorie	70,295	Deets, Barbara	77,707	Dmyterko, Zenia	69,139
Currie, Marg	75,235	Dehmke, Cheryl	55,195	Dmyterko, Sylvia	88,868
Currie, Nicolle	100,918	Deis, Patricia	54,954	Doan, Pamela	64,168
Currie, Lynne	130,332	Deis, Patti	81,298	Dobra, Sandra	76,190
Currie Noble, Jill	72,622	Dejose, Breanne	64,988	Dobson, Joy	180,192
Curry, Glenna	83,707	Dela Cruz, Nilo Roxa	61,728	Doerksen, Norma	61,913
Curtis, Patricia	76,410	Dela Cruz, Theresa	75,409	Dolha, Lloyd	76,118
Curtis, Deborah	107,751	Delsnider, Allison	74,417	Donald, Heather	83,714
Cwynar, Chris	79,091	Demeria, Anne	85,066	Donaldson, Lorie	94,171
Cyr, Nicole	96,467	Demerse, Vicki	64,735	Dong, Cindy	57,598
Czmuchalek, Alysia	67,044	Dempsey, Charlene	55,761	Donison, Jennifer	75,445
Daaza, Rosemary	97,087	Denham, Terence	50,088	Donnelly, Edna	64,328
Dakiniewich, Lori	53,456	Denouden, Kathleen	70,135	Donnelly, Mellissa	119,837
Daku, Bonnie	71,078	Dentremont, Andre	78,578	Dore, Pauline	64,314
Dally, Katherine	89,222	Deregowski, Andrea	50,915	Dore, Brie	75,301
Dalmeida, Donna	65,758	Derow, Lovadie	62,344	Dorgan, Heather	94,104

Governance and Transparency:
Establishing a trustworthy and accountable organization

Individual	Payment	Individual	Payment	Individual	Payment
Dornstauder, Kenneth	83,680	East, Lori	92,898	Esber, Ruby	57,957
Dorsch, Linda	53,981	Easton, Bonnie	80,055	Escanlar, Anabellee	105,199
Doucette, Doreen	50,907	Eberle, Janet	86,733	Espenell, Gaye	74,401
Dovell, Peggy	98,221	Eberts, Lori	82,236	Essien, Benjamin	62,869
Dowle, Robin	55,926	Eckert, Laurie	100,672	Euraoba, Cecilia	61,111
Downes, Melessa	77,512	Edmands, Laura	66,993	Euteneier, Gail	52,561
Downey, Scott	90,210	Edmands, Carol	81,932	Euteneier, Sandra	107,679
Drackett, Catherine	63,975	Edmands, Jeff	93,121	Evans, Leah	56,476
Drackett, Nancy	94,569	Edwards, Nancy	65,867	Evans, Donna	77,752
Drake, Peggy	83,724	Edwards, Joanne	79,639	Ewanchuk, Adrienne	58,751
Drapak, Nicole	59,072	Edworthy, Alison	52,655	Ewart, Brian	55,736
Dreher, Annemarie	72,451	Ehrlich, Victoria	86,707	Exner, Kate	65,047
Dribnenki, Carolyn	69,489	Ehrmantraut, Donald	105,173	Exner, Joann	75,019
Drysdale, Lois	52,626	Eichhorst, Helga	69,127	Fahlman, Joann	60,457
Dubey, Gaurav	56,047	Ekberg, Roberta	67,150	Fairgrieve, Trace	62,844
Dubin, Michelle	78,261	Elder, Marian	68,139	Falk, Lisa	66,719
Dubois, Brenda	71,627	Elder, Kristin	70,025	Famulak, Jackie	76,602
Duchak, Catherine	84,117	Eley, Maureen	66,758	Farkas, Lynnmarie	60,909
Duchcherer, Terrance	80,217	Elford, Denae	57,259	Farley, Margaret	83,748
Duff, Afton	74,372	Ell, Sharlene	51,170	Farmer, Carol	63,129
Dufour, Debra	80,955	Ell, Sandra	85,573	Farn, Ann	52,775
Duke, Cheryl	79,538	Ell, Grettalyn	104,559	Farnden, Janelle	71,894
Dumont, Erica	79,388	Elliott, Heather	81,535	Farnell, Trina	52,684
Dumont, Loreen	89,504	Elliott, Virginia	104,135	Farnell, Sheila	61,860
Duncan, Shelley	59,950	Ellis, Sharon	65,468	Farrell, Grace	95,992
Duncan, Tessa	61,596	Ellis, Lauren	72,030	Farrow, Delee	59,198
Duncan, Wendy	62,579	Ellis, Carla	82,059	Farrow, Vicki	77,636
Duncanson, Judith	81,548	Ellis, Tracey	120,836	Fauchon, Michelle	75,053
Dunfield, Vera	93,073	Emery, Alison	73,898	Fawcett Kennett, Jacqui	73,037
Dunford, Lynette	88,493	Emke, Terrilynn	56,582	Fay, Christoph	81,222
Dunkeld, Diedre	75,160	Engel, Keith	55,100	Faye, Ian	89,318
Dunlop, Kim	83,147	Engel, Linda	71,078	Fedec, Jacquline	77,217
Dunn, Shauna	82,920	Engel, Anna	74,479	Federko, Marion	65,944
Dunphy, Corry	65,333	Engel, Patricia	97,767	Fedirko, Lori	61,511
Duong, Tu	85,964	Engele, Carla	51,432	Fedirko, John	122,264
Dupont, Heidi	76,593	Engele, Kathleen	114,807	Fehr, Elaine	79,259
Dureault, Gloria	55,314	Engen, Kathy	122,250	Fehr, Wendy	83,828
Dusterbeck Colho, Tammy	52,775	English, Darcy	92,554	Feil, Shauna	75,148
Dutchak, Kristin	144,719	Enmark, Sherry	53,117	Feltin, Susan	70,505
Dvernichuk, Ranel	51,946	Enns, Adine	61,196	Feniuk, Mildred	57,782
Dvorak, Nadiya	77,395	Ens, Cindy	53,286	Ferguson, Joan	62,783
Dybvig, Colleen	80,936	Entner, Darren	94,843	Ferguson, Janet	72,977
Dyck, Donna	80,373	Erfurt, Carolyn	87,230	Ferrara, Natalie	62,974
Dyck, Jennifer	81,583	Erickson, Betty Ann	56,258	Fesciuc, Kimberley	75,951
Dyck, Darla	91,262	Erickson, Judith	61,437	Feser, Janice	61,614
Dynna, Lisa	53,389	Erickson, Jennifer	75,653	Fesser, Renee	50,563
Dzuba, Mandi	67,516	Erickson, Heather	106,987	Fetch, Bobby	51,940
Earnshaw, Karen	109,834	Erman, Connie	77,923	Fichter, Kim	65,044
Earnshaw, Theresa	135,839	Eros, Hazel	65,002	Fidler, Mariusz	54,030

Governance and Transparency:
Establishing a trustworthy and accountable organization

Individual	Payment	Individual	Payment	Individual	Payment
Fidler, Bozena	56,772	Fowler, Linda	65,836	Gardner, Heather	67,742
Field, Cathy	53,717	Fox, Colleen	53,054	Gardner, Raegan	79,955
Field, Susan	79,655	Fraipont, Wendy	71,701	Garnsey, Nicole	57,528
Filippi, Shelly	101,222	Francis, Dev	77,190	Garratt, Nancy	64,230
Findlay, Ronalee	51,257	Francis, Barbara	82,884	Garratt, Sharon	115,025
Fingas, Gloria	59,460	Francis, Lynda	235,580	Garstin, Connie	81,598
Fink, Wendy	77,510	Francisco, Jane	71,498	Gartner, Anne	61,381
Fiorante, Connie	81,881	Franks, Dianne	51,329	Garven, Terri	93,246
Fischer, Claire	79,613	Fraser, Deborah	61,352	Gasper, Jennifer	78,490
Fischer, William	80,724	Fraser, Nicole	76,448	Gasteiger, Sabrina	60,533
Fischer, Chandra	84,269	Fraser, Holly	86,694	Gate, Melissa	78,397
Fishbook, Dayna	60,614	Frasz, Cheryl	93,503	Gatin, Sarah	74,439
Fisher, Destiny	60,354	Fraynak, Joanne	85,135	Gattinger, Clare	80,073
Fisher, Monique	108,548	Freeman, Karol	73,603	Gaudry, Jacquelin	56,560
Fisher Phillips, Heidi	83,714	Freeman, Joanne	101,160	Gauthier, Debbie	79,518
Fishley, Melissa	50,624	Freiheit, Karen	60,338	Gawley, Barbara	90,500
Fitzgerald, Jeremiah	88,326	Frey, Angela	63,022	Geall, Bonnie	92,838
Fitzsimmons, Donald W	71,178	Frier, Debbie	72,125	Gee, Kin	50,039
Fitzsimmons, Wesley	79,589	Friesen, Amy	73,605	Gelowitz, Denise	74,956
Fizzard, Sheldon	81,790	Friesen, Wendy	74,037	Gelowitz, Veronica	86,176
Flaman, Michelle	55,367	Friesen, Della	75,115	Gelsinger, Valerie	50,269
Flaman, Esther	57,728	Fritz, Lola	61,813	Genoves, Gilma	55,391
Flaman, Jeanne	79,045	Froese, Audrey	56,900	Genoves, Wilbert	93,071
Flaman, Nancy	96,523	Froh, Thomas	68,960	Gentile, Cindy	72,336
Flaman, Sharon	97,902	Frohlick, Jill	63,102	Gentles, Shirley	96,619
Fleece, Jason	64,707	From, Sandra	83,680	George, Monique	85,151
Fleming, Deborah	53,135	Frombach, Kristin	67,242	Geran, Barbara	71,225
Fleming, Dianne	54,645	Fromm, Linda	81,830	Gerbrandt, Shelley	64,884
Fletcher, Rhonda	72,952	Fry, Brenda	73,669	Gerdes, Joanne	59,727
Flood, Ramona	75,524	Fry, Dianne	86,418	Gerein, Ruth	62,296
Fluter, Lenore	96,844	Fry, Jody	88,259	Gerein, Brenda	69,696
Fohr, Chris	83,125	Fullerton, Shelly	50,617	Gerhardt, Brenda	54,517
Foley, Darlyn	52,416	Funke, Annamarie	77,621	Gerhardt, Theresa	76,447
Folgering, Tina	73,667	Gabel, Grant	81,117	Germaine, Sandra	88,883
Folk, Maria	66,200	Gabel, Leslie	85,238	Gerrard, Shirley	83,633
Folk, Ronald	85,597	Gabora, Balynda	82,955	Gerster, Yvonne	82,459
Fong, Karen	90,006	Gaboury, Adele	50,403	Gessell, Mickey	80,991
Forberg, Ryan	62,870	Gabriel, Melissa	89,373	Gessner, Dusten	68,082
Forbes, Heather	80,827	Gadica, Sandra	86,835	Gettle, Peggy	50,611
Ford, Laura	60,310	Gaillard, Valorie	57,527	Getz, Alice	140,745
Forer, Lindsey	63,968	Galeon, Irvin	70,457	Gibney, Nicole	72,867
Forman, Holly	57,373	Galger, Colleen	61,315	Gibson, Candace	51,023
Forman, Sheila	62,194	Gallagher, Roxanne	80,211	Gibson, Lorelei	61,790
Fornwald, Elizabeth	52,307	Gallais, Nicole	64,280	Gibson, David	69,914
Forrest, Melissa	55,112	Gammel, Leanne	59,097	Gibson, Jeff	115,773
Forsberg, Peggy	72,354	Garchinski, Lori	97,312	Gieg, Brian	79,059
Forshner, Ruby	80,071	Garcia, Catherine	71,988	Gieni, Shirley	83,925
Foster, Lori	71,930	Gardikiotis, Tracy	60,205	Giesbrecht, Colin	71,134
Foster, Monica	83,996	Gardner, Linda	64,652	Gilbert, Jennifer	83,194

Governance and Transparency:
Establishing a trustworthy and accountable organization

Individual	Payment	Individual	Payment	Individual	Payment
Giles, Penny	84,938	Grandish, Susan	104,848	Hack, Katherine	61,745
Gilewicz, Eileen	80,994	Granello, Marco	66,452	Hagen, Naomi	96,266
Gilewicz, Dennis	104,628	Granello, Yvonne	80,430	Hagerty, Tamara	69,569
Gill, Ricky	70,832	Granger, Morag	95,055	Haggiund, Marlene	51,553
Gill, Marianne	76,605	Grasby, Murray	57,847	Hagman, Kelli	73,079
Gillanders, Jennifer	90,396	Grasdal, Patricia	104,285	Haid, Lori	67,035
Ginter, Terrance	60,781	Gray, Carolyn	95,932	Haines, Winnifred	71,106
Girard, Susan	75,101	Greanya, Leonard	68,982	Haines, Michael	83,714
Glabus, Shelley	51,862	Greaves, Patricia	67,630	Halbgewachs, Maxine	80,362
Glas, Lindsay	62,614	Greaves, Jolene	71,114	Hale, Barbara	80,543
Glas, Shannon	63,308	Greaves, Annemarie	87,743	Haleem, Fatima Za	72,326
Glasser, Monica	56,582	Grebinsky, Cindy Lou	85,979	Halford, Jacquelin	54,273
Glasser, Lorna	59,228	Green, Andrea	68,842	Hall, Shirley	61,755
Glasser, Carol	140,796	Green, Dianne	80,844	Hall, Leanne	67,646
Glendenning, Lorraine	103,737	Green, Carla	86,115	Hall, Darla	83,893
Glettler, Marlene	66,410	Greene, Verla	79,877	Hall, Collette	117,026
Glines, Gail	60,911	Greenwood, Kari	78,358	Halldorson, Hallie	73,011
Globa, Maryann	95,054	Greenwood, Pat	93,652	Hamelin, Paula	61,036
Gmerek, Renita	57,395	Gregoire, Barbara	77,727	Hameluck, Paul	82,895
Goddard, Dani	55,943	Gregory, Laura	72,905	Hamilton, Vera	52,383
Godenir, Leah	54,375	Greter, Breanna	50,239	Hamilton, Mary	92,383
Godenir, Olivia	63,153	Griffin, Denise	68,864	Hammar, Shannon	68,467
Godfrey Wall, Crystal	59,867	Griffiths, Tara	100,095	Hanna, Shari	79,628
Goertzen, Florence	81,154	Grigg, Karlee	73,047	Hannah, Rhonda	84,227
Goettler, Darla	66,184	Grills, Gloria	57,921	Hannah, Suzanne	90,390
Gogal, Shannon	60,569	Grimard, Cindy	54,714	Hanowski, Alicia	82,432
Gokavi, Christina	72,586	Grimeau, Crystal	53,238	Hansinger, Sonia	77,748
Goldfinch Dube, Carmen	67,423	Grimm, Helen	99,359	Hanson, Nicole	62,470
Golding Guest, Leanne	61,318	Grismer, Dana	72,207	Hanson, Trisha	63,639
Golubovic, Dragan	82,840	Grobowsky, Kerri	76,159	Hanson, Nancy	71,330
Goodman, Craig	50,451	Grohs, Trina	71,936	Hanson, Brenda	128,059
Goodtrack, Jacquelin	73,577	Gronhovd, Wanda	77,375	Harder, Ruth	73,409
Gordon, Sheila	52,071	Gronick, Sabrina	55,011	Harder, Erin	75,058
Gorin, Valerie	85,280	Gross, Linda	89,966	Harder, Brenda	80,680
Gorrill, Faye	60,404	Guansing, Alistair	55,007	Hardy, Marion	56,034
Gotchia, Guylaine	153,402	Guenther, Zonia	52,019	Harle, Connie	82,254
Gottselig, Darryl	66,634	Guenther, Sharon	61,196	Harley, Raylene	55,892
Gottselig, Anita	69,131	Guenzel, Suzanne	66,711	Harmer, Jack	65,702
Goud, Bonnie	58,157	Guerra, Fernando	70,652	Harper, Catherine	54,855
Goudreau, Robert	66,634	Guerrero Oneil, Marielena	80,834	Harris, Charlotte	63,943
Graessli, Dea	79,333	Guest, Tamara	77,602	Harris, Yvonne	87,265
Graff, Yvonne	92,318	Guillemin, Jo Anne	85,483	Harrison, Edwin	54,282
Graham, Linda	53,296	Gummeson, Maryellen	86,901	Harrison, Ian	71,750
Graham, Jeanette	59,881	Gunn, Gerald	78,317	Harrison, Scott	84,777
Graham, Arlene	94,174	Gunnlaugson, Sandra	54,438	Hart Mitchell, Regan	74,111
Grahame, Sophie	58,594	Guraluk, Sheila	89,478	Hartley, Teresa	70,436
Grainger, Valerie	62,732	Gurskey, Connie	73,728	Hartley, Karen	79,602
Grainger, Christina	87,076	Gutwin, Kim	75,575	Hartley, Laurie An	84,474
Grammatico, Dino	516,727	Gwilliam, Rosella	92,587	Hartman, Valorie	50,502

Governance and Transparency:
Establishing a trustworthy and accountable organization

Individual	Payment	Individual	Payment	Individual	Payment
Hartman, Maria	71,809	Hernando, Jessica	55,080	Hoffman, Shelley	83,714
Hartness, Collin	84,029	Herod, Corey	90,456	Hoffmeyer, Anette	51,088
Hartney, John	89,771	Herperger, Kristy	74,575	Hogg, Shawna	57,577
Hartwell, Randi	88,774	Herr, Greg	62,148	Hogg, Sarah	116,303
Harty, Tanya	52,490	Herzog, Mark	51,313	Holba, Nicole	68,875
Harty, Carolyn	90,744	Herzog, Sharla	58,753	Holden, Amy	58,834
Harvey, Ella	89,269	Heuchert, Wendy	50,335	Holden, Kathryn	88,403
Haukaas, Barry	75,067	Heuchert, Lois	69,996	Holfeld, Sandra	62,649
Hauser, Jeff	69,937	Hewitt, Lisa	61,999	Hollebeke, Coleen	55,731
Hauser, Corina	87,168	Hextall, Gail	53,658	Holliday, Michele	72,730
Hawco, Nicole	79,042	Hextall, Denise	80,424	Hollinger, Phyllis	51,865
Hawes, Cynthia	64,993	Heywood, Danae	69,445	Hollinger, Wanda	62,922
Hawkins, Cynthia	82,363	Hicke, Sheena	68,387	Hollinger, Colleen	79,144
Hawkins, Pamela	85,355	Hicke, Janice	78,097	Hollingshead, Kelli	56,066
Hayes, Penny	57,990	Hickey, Jacquelin	87,965	Hollis, Ruth	76,482
Hazen, Michelle	78,270	Hickie, Laurie	62,913	Holmes, Heather	51,791
Head Sabtiu, Helen	74,451	Hicks, Daniel	61,013	Holmes, Marcia	84,807
Heaney, Celeste	83,564	Hiebert, Orrey	73,450	Holmstrom, Carol	57,063
Heathcote, Jon	60,958	Hiebert, Sharon	77,131	Holness, Kandace	74,596
Hebert, Ann	60,407	Hiebert, Brenda	105,987	Holt, Shawna	55,822
Hedlund, Dave	118,382	Higgins, Mike	98,651	Holt, Terresa	70,991
Hedstrom, Brent	68,482	Hilbner, Linda	76,598	Holt, Trina	95,918
Heebner, David	90,125	Hildebrand, Teresa	82,046	Holzapfel, Donna	51,700
Heenan, Donald	54,701	Hill, Donna	50,861	Homes, Brenda	77,189
Hegedus, Beverley	72,747	Hill, Daniel	55,752	Homes, Wendy	80,408
Heggie, Natashka	59,133	Hill, Keith	67,772	Hominuke, Shari	79,042
Hegglin, Karen	62,892	Hill, Micheal	72,048	Hoogeveen, Lance	71,115
Hein, Carol	50,693	Hillier, Justin	97,091	Hooker, Cara	65,338
Hein, Jeffrey	73,552	Hincks, Candace	54,499	Hooker, Paula	70,534
Hein, Shannon	86,462	Hipolito, Christabe	75,796	Hooper, Vivian	59,224
Hein, Colin	89,941	Hislop, Jessica	50,955	Hopfauf, Lori	99,595
Heinrichs, Ronald	50,063	Hitchcock, Edward	65,044	Hopkin, Erin	74,698
Heinrichs, Menno	102,392	Hitchcock, Trudy	124,945	Hopkins, Anna	97,882
Hembroff, Barbara	62,965	Hjertaas, Naomi	50,884	Hopson, Heather	54,449
Hendrickson, Brenda	108,710	Hladun, Deanna	97,057	Horbach, William	139,863
Henneberg, Patricia	68,852	Hnidek Wilson, Lydia	81,527	Horbal, Amanda	78,720
Hennie, Debra	80,139	Hobbins, Melanie	59,195	Horejda, Natalie	72,561
Hennink, Maurice	249,709	Hockley, Elaine	63,387	Horne, Iris	61,512
Henricksen, Rosemary	70,798	Hodges, Rachel	83,033	Horner, Daphne	51,799
Henry, Doris	79,623	Hodgson, Barbara	74,781	Horse, Lucille	63,917
Hepworth, Shelley	64,659	Hodson, Dellina	76,477	Horsman, Barbara	86,528
Herasymuik, Elaine	52,918	Hodson, Paul	86,331	Horsman, Paulette	150,743
Herauf, Cindy	53,022	Hoeflicher, Jean	54,535	Horton, Christine	99,396
Herauf, Reesha	54,844	Hoeft, Marie	93,675	Horvath, Joyce	63,257
Herbert, Tamara	60,215	Hofer, Sandra	67,463	Horvath, Lois	110,322
Herbison, Sherry	72,339	Hoff, Judy	73,122	Horvey, Lisa	88,309
Herchuk Norris, Lorie	64,227	Hoffart, Jill	77,484	Hosaluk, Suzanne	79,462
Herczakowski, Leanne	81,824	Hoffarth, Kristin	62,562	Hotchen, Marlene	84,169
Herman, Jacquelin	62,491	Hoffman, Penny	59,513	Hough, Jan	64,784

Governance and Transparency:
Establishing a trustworthy and accountable organization

Individual	Payment	Individual	Payment	Individual	Payment
Hoult, Donna	81,110	Ingram, Jennifer	74,998	Johannson, Julia	71,630
Hovind, Colleen	61,917	Ingram, Lynne	95,098	Johannson, Kara	80,434
Howat, Henriette	101,885	Ingrouville, Bonny	85,402	Johns, Kirby	94,671
Howden, Janice	80,192	Inkson, Sheryll	74,533	Johnson, June	55,301
Howell, Lorna	63,832	Innes, Heather	96,405	Johnson, Dawn	67,659
Howie, Naomi	58,209	Irwin, Jamie	89,976	Johnson, Penelope	71,030
Howie, Douglas	86,800	Isaac, Michelle	83,306	Johnson, Dawn	72,762
Hrynowetsky, Sheldon	91,297	Isaak, Joan	74,401	Johnson, Patti	72,780
Hubbard, Glenda	51,646	Issel, Brenda	82,912	Johnson, Sara	78,288
Huber, Laurel	57,893	Issel, Curtis	84,765	Johnson, Julie	78,841
Huber, Sharon	83,402	Isted, Cheryl	57,782	Johnson, Sherry	82,236
Huber Flahr, Charlene	76,390	Ivanochko, Elizabeth	121,170	Johnson, Pamela	83,029
Hubic, Tracy	56,159	Iverson, Paul	87,130	Johnson, Laurie	85,815
Hubich, Kathy	53,565	Ives, Roger	70,167	Johnson, Brenda	89,536
Hubich, Fran	86,501	Jackiw, Susan	99,656	Johnson, Janis	105,968
Hubick, Jackie	75,320	Jackson, Donna	75,529	Johnson, Vaughn	106,936
Hubick, Murray	93,739	Jackson, Jeffery	76,532	Johnston, Raegan	60,199
Hudson, Dena	60,206	Jackson, Marlene	76,536	Johnston, Jolene	84,819
Huebner, Sheryl	53,315	Jackson, Linda	76,669	Johnston, Lorraine	85,031
Huel, Lynda	57,968	Jackson, Shannon	88,778	Joice, Robert	50,127
Hughes, Cynthia	66,381	Jackson, Joy	94,869	Jolly, Shannon	73,781
Hughes, Patricia	67,094	Jacob, Bernadett	55,893	Jones, Andrea	51,209
Hui, Bosco	75,057	Jacobs, Dawn	73,659	Jones, Rhiannon	63,608
Hungle, Christine	56,314	Jacobs, Shana	75,126	Jones, Sandra	83,852
Hunko, Valerie	132,562	Jacobson, Pat	67,723	Jones, Karen	89,097
Hunt, Debbie	59,476	Jacobson, Shelley	78,100	Jones, Edward	522,520
Hunt, Stacy	87,233	Jalloh, Bashir	60,762	Jonsson, Meranne	67,202
Hunter, Marjorie	51,253	Jamieson, Brenda	50,661	Jordens, Sheila	56,097
Hunter, Kimberly	76,038	Jamroziak, Jerzyk	57,876	Jordens, Jaime	57,328
Hunter, Nancy	84,401	Janotta, David	54,224	Jordheim, Gerald	64,985
Hunter, Della	120,672	Japson, Jhoanna	52,093	Jordison, Cody	70,394
Huntley, Donna	86,234	Jardine, Jeannette	83,012	Jors, Roberta	80,071
Husak, Margaret	74,004	Jarikre, Alero	83,139	Jose, Neena	83,057
Hutchings Besse, Janice	106,588	Jarrett, Linda	82,053	Juatco, Mark	51,090
Hutchinson, Marian	144,269	Jaster, Nicole	58,732	Jumaga, Evelyn	87,489
Hutt, Amy	64,420	Jaster, Brian	62,511	Jurado, Elaine	85,718
Huys, Deborah	93,254	Jaworski, Brenda	74,219	Kach, Deborah	91,980
Hydaman, Janis	53,742	Jeannot, Sharon	57,817	Kachaluba, Tamara	90,240
Hyer, Jeanne	62,933	Jellow, Mary Kath	68,400	Kaczmar, Jennifer	72,908
Hysuick, Kerri	71,327	Jendrasheske, Melissa	55,716	Kaedan, Annette	65,903
Iannetta, Victoria	93,812	Jennett, Steven	70,256	Kaip, Steven	62,820
Idem, Idi	53,987	Jensen, Karen	55,905	Kalapesi, Zarin	390,502
Ilnisky, Stephanie	54,716	Jensen, Chris	74,507	Kambeitz, Gailene	50,158
Ing, Barbara L	70,792	Jeske, Winona	78,253	Kanciruk, Pamela	87,383
Ingham, Darren	72,112	Jeske, Beverly	86,912	Kane, Kyra	68,381
Ingham, Dianna	78,241	Jewett Curley, Emilie	56,412	Kapell, Annette	57,130
Ingham Petrescue, Carol	55,507	Jickling, Jeannette	66,648	Kapell, William	60,185
Ingleby, Joanna	80,019	Johal, Charanjit	70,350	Kapp, Allison	65,348
Ingram, Pamela	67,229	Johannson, Kevin	69,223	Karapita, William	59,845

Governance and Transparency:
Establishing a trustworthy and accountable organization

Individual	Payment	Individual	Payment	Individual	Payment
Kardash, Bruce	57,587	King, Krista	53,838	Kokoski, Lorrie	58,643
Kardynal, Ben	68,194	King, Brenda	82,151	Kolach, Danielle	52,973
Karst, Karen	54,151	Kinneberg, Lorie	88,304	Kolb, Lavonne	82,518
Karunakaran, Kumudhini	244,515	Kinney, Patricia	74,966	Kolke, Marilyn	59,658
Karza, Philip	83,714	Kinney, Wendy	100,474	Kolls, Lorna	73,326
Kasbrick, Ashley	68,104	Kirby, Joanne	72,826	Kolodniski, Donna	55,232
Kashmere, Dianne	63,997	Kirby, Lois	78,605	Kolodziejak, Lynette	106,890
Kasper, Sherri	56,855	Kirby, Angus	458,939	Konieczny, Bozena	51,034
Katchuck, Connie	61,604	Kirkness, Shane	58,488	Kopytko, Kasandra	57,908
Katchuk, Dennis	58,596	Kisilowski, Mary	76,074	Korbo, Trina	66,409
Kathol, Lorna	95,054	Kissel, Kevin	62,613	Korchinski, Jaime	102,274
Kattler, Donna	59,692	Kitchen, Brent	96,353	Koroll, Lisa	68,939
Katz, Adam	52,346	Kitz, Natasha	77,368	Koronkiewicz, Carol	54,739
Katzberg, Blaine	93,875	Kitzul, Twyla	53,617	Kosabek, Debbie	95,057
Kauk, Dianne	59,971	Klassen, Cassandra	68,537	Kosar, Deloris	86,611
Kausar, Rehana	96,001	Klassen, Nadine	77,710	Koshman, Dalynne	73,536
Kaytor, Susan	50,760	Klassen, Tanya	78,710	Kostiuk, Laurie	54,350
Kaytor, Jill	72,986	Klassen, Peggy	81,286	Kostiuk, Sarah	68,973
Kaytor, Jeanette	86,062	Klassen, Carol	167,546	Kostiuk, Cheryl	98,166
Keenan, Louise	114,772	Klebeck, Deana	99,532	Kot, Pamela	74,804
Keenan Arp, Cathy	88,302	Klein, Carollynn	54,112	Kot, Nancy	81,114
Keep, Sandra	96,863	Klein, Julie	54,836	Kotowich, Richard	70,489
Kehrig, Nicole	72,548	Klein, Deanna	56,414	Kotrla, Allison	60,454
Keith, Ellen	85,658	Klein, Tracy	77,384	Kotylak, Rhonda	88,762
Keleman, Kathy	62,238	Klein, Tom	87,157	Koutsoulis, George	77,719
Keller, Jacquelin	55,284	Klein, Carl	92,730	Kowalyk, Kristine	96,072
Keller, Leigh	76,066	Klein, Lori	93,180	Koza, Scott	57,583
Keller, Jenny	92,418	Klein, Lana	104,498	Kozack, Katherine	105,340
Kellington, Beverly	75,621	Kleisinger, Brenda	69,858	Kozak, Susan	55,651
Kellington, Grenda	82,726	Klempner, Dianne	55,640	Kozak, Bill	59,062
Kelln, Kim	65,370	Klempner, Leanne	56,242	Kozak, Lori	74,647
Kelly, Bette	72,601	Kletchko, Joanne	87,813	Kozak, Tammy	80,957
Kemp, Michelle	79,257	Klimek, Gail	78,246	Kozakewich, Carol	80,143
Kempton, Brian	69,101	Klisowsky, Allan	56,537	Kozakewycz, Diane	78,075
Kendrick, Susan	83,462	Klock, Lori	68,774	Kozusko, Jarrett	84,161
Kennedy, Rachel	55,066	Klotz, Kathy	69,527	Kraemer, Diana	95,932
Kennedy, Liana	75,051	Klotz, Steven	87,134	Kraetzig, Maria	91,130
Kennedy, Leigh	86,222	Kluk, Dennis	81,646	Kraft, Sherry	77,448
Kerr, Sheila	67,054	Kluk, Debra	92,115	Krahn, Deborah	70,201
Kerr, Jodi	67,568	Knapman, Jamie	69,487	Krahn, Sharon	79,317
Keulen, Lynn	73,859	Knapp, Randall	117,413	Krahn, Kathy	101,850
Keyowski, Terrance	66,668	Knibbs, Richard	58,920	Kramer, Sheri	51,935
Keyowski, Theresa	89,391	Knoll, Jennifer	57,068	Kramer, Joanne	69,418
Khalifa, Amer	520,765	Knowles, Elizabeth	70,442	Kramer, Nancy	99,783
Khan, Bibi	145,560	Knox, Jamie	66,150	Krammer, Miranda	83,108
Kiestra, Aeltsje	87,223	Koch, Paula	66,555	Krause, Catherine	65,519
Kimpton, Karen	81,995	Kochylema, Monica	58,992	Kraushar, Larry	89,514
Kinaschuk, Karen	61,352	Koffler Hubbs, Loralyn	98,803	Kreis, Debbie	90,579
Kincaid, Robert	52,801	Kohl, Dan	121,714	Kreke, Doris	75,908

Governance and Transparency:
Establishing a trustworthy and accountable organization

Individual	Payment	Individual	Payment	Individual	Payment
Krenz, Trudy	74,007	Lamb, Patricia	81,884	Lebruno, Patricia	79,003
Kreshewski, Nathalene	50,520	Lambert, Jennifer	60,381	Lechinsky, Debbie	60,545
Kress, Louise	61,425	Lambsdown, Dorothy	57,882	Lee, Patricia	69,926
Kress, Dorena	80,478	Landry, Leigh	60,599	Lee, Maureen	82,488
Krieger, Laureen	82,575	Landry, Timothy	93,805	Lee, Angeline	113,969
Kristoff, Anna	71,712	Lang, Edith	80,527	Leech, Lanna	100,552
Krogsgaard, Lorraine	67,041	Lang, Danita	80,635	Leepart, Shelley	53,027
Krogsgaard, Susanne	68,095	Lang, Michael	86,040	Legault, Cheryl	81,326
Krohn, Sheila	71,886	Lang, Kelly	87,581	Legault, Lydia	86,440
Kruszelnicki, Trina	68,706	Lang, Bruce	89,551	Legault, Dana	95,917
Krysak, Kathleen	72,014	Langager, Leanne	50,569	Legault Wilson, Dionne	90,545
Kubiak, Angela	83,215	Lange, Simon	68,917	Leggott, Michelle	58,306
Kuculym, Jeannette	85,775	Langevin, Monica	78,104	Lehr, Craig	59,063
Kuhtz, Tracy	89,858	Langford, Judy	69,601	Lehr, Ellen	59,370
Kula, Alicia	95,249	Langford, Karen	86,138	Leibel, Greg	97,279
Kullman, Pauline	76,976	Langgam, Lou	109,991	Leier, Toulakone	69,067
Kummer, Susan	51,812	Langlois, Brandy	80,464	Leier, Barbara	83,239
Kuntz, Agatha	53,794	Laninga, Tina	53,004	Leier, Rose	90,030
Kuntz, Lynn	62,377	Lanz, Allison	54,584	Leigh, Ada Mary	93,166
Kuntz, Donald	95,880	Lanz, Lawny	104,169	Leippi, Dawn	62,527
Kunz, Koreena	50,599	Laplan, Dora	56,107	Leitch, Linda	59,975
Kupchyk, Sherri	51,572	Larden, Ross	72,902	Lemoine, Julie	68,412
Kuppenbender, Stella	53,922	Larking, Kristin	52,836	Len, Rheanna	74,647
Kurenoff, Joanne	97,580	Larose Heidt, Gail	55,244	Len, Dennis	88,939
Kurtz, Linda	62,028	Larrivee, Diane	152,314	Leniuk, Terri	72,249
Kuruliak, Joanne	59,588	Larsen, Judy	75,123	Lenz, Sharon	90,254
Kuski, Michelle	54,865	Larsen, Pamala	85,684	Leon, Tina	62,647
Kuyek, Dale	103,381	Larsen, Derrick	114,912	Leonard, Ellie	51,895
Kuzma, Bettyann	59,938	Larson, Joan	76,271	Leonard, Shauna	87,803
Kuzyk, Karen	60,542	Larson, Laureen	105,583	Lerner, Diana	81,010
Kwan, Davin	78,604	Larson Olmstead, Arinda	68,322	Leroux, Judy	79,324
Kydd, Jason	82,059	Laswisse, Crystal	51,012	Leruyet, Charmayne	77,203
Kyle, Catherine	72,004	Latimer, Wanda	64,491	Leshchyshyn, Crystal	53,988
La Haye, Chantel	68,266	Latimer, Christine	69,633	Lesko, Sandra	60,275
Labelle, Esther	52,382	Latoski, Patricia	90,690	Lestage, Tanya	61,928
Labensky, Cheryl	80,167	Latrace, Susan	67,894	Letain, Selena	74,985
Labossiere, Anita	58,648	Lauman Hartmier, Barbara	81,663	Letain, Rae Lynn	95,054
Labreche, Christy	57,718	Laursen, Victoria	63,629	Letang, Arlis	100,525
Lacerte, Denine	61,317	Lavanway, Amber	102,515	Lethbridge, Linda	60,594
Lachambre, Roxanne	67,823	Lavoie, Pamela	70,574	Leurer, Deanne	52,004
Lacroix, Lori	72,093	Lawrence, Robin	64,316	Levasseur, Eyke	88,336
Lafayette, Esther	100,300	Lawrence, Monica	89,425	Levesque, Michelle	75,128
Lafontaine, Christoph	67,946	Layne, Bob	116,419	Lewicki, Laura	77,095
Lagrimas, Rodolfo	51,786	Layton, Jennifer	54,833	Lewis, Carol	62,077
Lagrimas, Arlene	83,416	Lazurko, Susan	63,583	Lewis, Dufton	62,365
Laigo, Michael	78,053	Leblanc, Michaela	57,917	Lewis, Katherine	68,590
Laird, Marnie	85,499	Leblanc, Patricia	75,987	Lewis, Daniel	93,273
Lakhdari, Mohammed	64,333	Leboutillier, Colleen	86,359	Lewis, Bernice	99,920
Lamarche, Shawn	70,367	Lebruno, Roger	68,226	Li, Yali	59,270

Governance and Transparency:
Establishing a trustworthy and accountable organization

Individual	Payment	Individual	Payment	Individual	Payment
Liepold, Gloria	61,299	Lubas, Mirek	61,046	Magnuson, Maureen	84,944
Lindemann, Debi	61,315	Lucero, Jocelyn	92,100	Magotiaux, D Arcy	137,843
Lindgren, Chantelle	71,755	Lucero, Dranreb	104,114	Mah, Jeffrey	81,077
Lindsay, Shirley	50,127	Luciak, Ken	96,225	Maher, Cara	59,407
Lindsay, Rae	82,488	Luciuk, Leann	63,928	Maier, Janet	87,869
Lindstrom, Lee	61,146	Luff, Pat	69,362	Maierhoffer, Carla	70,642
Linklater, Lyn	50,627	Luffman, Amanda	65,009	Mailloux, Angele	56,516
Linklater, Meegan	52,830	Lukey, Patrick	91,266	Mak, Joanne	58,100
Linklater, Bonnie	55,433	Lund, Starla	65,497	Makelki, Catherine	99,398
Linton, Janna	59,792	Lunde, Kenda	76,006	Makie, Catherine	78,884
Lionetti, Donna	80,915	Lundeen, Coleen	85,542	Maksymew, Sharon	81,805
Lipon, Marlene	65,002	Lundy, Debbie	84,482	Malach, Shirley	82,535
Lippai, Jennifer	108,429	Lunnin, Lori	68,303	Malang, Marissa	86,187
Little, Glenda	70,971	Luterbach, Colleen	133,732	Malang, Edwin	103,356
Litzenberger, Christie	56,425	Luther, Jeanette	74,391	Malegus, Ken	72,770
Litzenberger, Kathryn	71,244	Lynch, Brant	66,749	Mali, Bahera	304,954
Litzenberger, Angela	74,363	Lys, Catherine	57,735	Malinowski, Eleanor	87,356
Liu, Yun	56,965	Maas, Allison	143,452	Maloughney Herbe, Patricia	72,602
Livingstone, Dustin	50,336	Macauley, Katherine	51,088	Mamchur, Grant	106,135
Lizee, Rona	83,068	Macausland Berg, Dianne	72,921	Manalo, Lulu	57,215
Ljubic, Donovan	94,285	MacDonald, Jill	55,919	Mancuso, Debra	103,128
Llarena, Melanie	137,164	MacDonald, Viola	60,821	Mann, Candace	53,393
Lloyd, Dorothy	81,627	MacDonald, Scott	80,065	Mann, Doug	64,169
Lockeridge, Keith	59,931	MacDonald, Alison	95,276	Mann, Teri	70,068
Lockert, Lori	73,613	MacDougall, Elizabeth	56,350	Mann, Joan	87,326
Lockert, Elizabeth	80,568	MacIntosh, Ian	58,505	Mann, Suba	192,345
Lockwood, Margaret	58,999	Mack, Ellen	67,099	Mantyka Whitford, Elaine	91,097
Loffler, Janiçe	76,486	Mackay, Cheryl	63,670	Manz, Tammy	51,709
Lolacher, Susan	75,510	MacKenzie, Karen	59,267	Manz, Joanne	79,989
Lomenda, Janice	56,682	MacKenzie, Bonnie	96,961	Marasigan, Nerijol	70,760
Longman, Wendy	97,543	Mackey, Denise	73,372	Marchant, Karla	66,059
Longmore, Linda	50,926	Macknak, Brenda	53,981	Marchildon, Ginette	78,524
Longpre, Odile	137,781	Macknak, Errin	66,832	Marcil, Allison	85,070
Loopkey, Chantelle	52,588	Macknak, Susan	73,527	Marin, Donna	91,585
Loos, Francis	85,774	Maclennan, Amy	57,281	Marins, Lisane	67,953
Lorenz, Anita	61,991	Maclennan, Deborah	80,842	Marissen, Debby	92,365
Lough, Maureen	58,881	MacMillan, Leanne	60,286	Markle, Tracy	75,498
Louis, Debbie	52,006	MacMillan, Carolynn	71,064	Markwart, Carol	75,351
Love, Richelle	58,501	MacMillan, Robert	84,531	Markwart, Lori	80,631
Lovett, Nicole	58,893	MacPhee, Linda	73,323	Markwart, Corinne	84,022
Low, Margot	80,948	MacPherson, David	50,893	Marsh, Virginia	79,515
Low, Ken	83,688	MacPherson, Roxanne	65,481	Marsh, Maureen	96,724
Lowe, Sharon	50,926	MacPherson, M Janice	67,330	Marshall, Joan L	70,210
Lowe, Jennifer	71,317	MacPherson, Anita	72,496	Marshall, Bonny	86,902
Lowenberg, Candace	58,702	MacTavish, James	73,879	Marshall, Doris	94,566
Lowey, Judith	60,420	Mader, Darlene	95,443	Marshall, Dean	96,393
Lowey, Jana	76,080	Madrilejos, Estefania	68,976	Martens, Morgan	70,201
Lu, Xiaoqing	72,737	Maduck, Tricia	133,340	Martens, Sandra	85,267
Lubachowski, Gwenda	55,913	Magnaye, Za	56,772	Martin, Sheila	52,783

Governance and Transparency:
Establishing a trustworthy and accountable organization

Individual	Payment	Individual	Payment	Individual	Payment
Martin, Wendy	61,173	McCabe, Debra	101,991	McKim, Darcy	80,850
Martin, Arlene	61,372	McCall, Elizabeth	59,614	McKinley, Lynda	55,014
Martin, Neoma	67,125	McCall, Natalie	72,938	McKinnon, Faye	75,603
Martin, Marc	71,577	McCallum, Karen	52,663	McKinstry, Stacey	60,740
Martin, Donalee	78,976	McCann, Michael	71,601	McKnight, Brenda	58,883
Martin, Shirley	79,328	McCann, Nancy	74,246	McKnight, Tracie	63,404
Martin, Donna	85,596	McCann, Linda	111,365	McLaren, Wendy	83,340
Martinez, Oscar	78,024	McCaw, Dianne	60,650	McLaughlin, Leanne	57,230
Martinson, Alexandra	91,100	McCaw, Mitsy	85,815	McLaughlin, Linda	71,329
Marynick, Marlin	75,624	McClement, Melissa	60,961	McLean, Bonnie	53,752
Mason, Jeff	54,674	McClement, Sam	72,747	McLean, Sharon	54,980
Mason, Linda	97,734	McClymont, Kimberly	63,257	McLean, Dixon	72,203
Masse, Therese	58,731	McConnell, Charlene	69,654	McLean, Charlotte	73,005
Massier, Carmen	60,204	McCorriston, Sheri	58,950	McLean, Theresa	93,780
Massier, Candice	79,241	McCrea, Raymond	60,611	McLeod, Melanie	50,249
Massine, Darlene	76,385	McCrystal, Doreen	50,127	McMechan, Janet	71,732
Masson, Koren	69,653	McCrystal, Wendy	50,204	McMillan, Dominique	54,188
Masters, Sandra	80,319	McCullough, Cameron	55,330	McMillan, Stewart	88,468
Masters, John	104,559	McCullough, Lois	73,678	McMorris, Cynthia	53,208
Masters Guest, Renee	63,181	McCurry, Terryann	81,560	McMorris, Donna	55,736
Masuhud, Joel	57,854	McDermaid, Karen	97,904	McMullen, Cathy	88,118
Matheis, Jacob	53,413	McDermit, Tamara	76,667	McNamara, Anne	50,328
Mathie, Linda	81,979	McDonald, Elizabeth	80,851	McNaught, Connie	70,879
Matt, Sonja	267,391	McDonald, Patricia	81,078	McNaughton, Donna	65,440
Matthews, Debra	54,887	McDonald, Paulette	103,046	McNeil, Dawn	118,382
Matthews, Faye	68,514	McDonald, Jayne	106,799	McPeek, Randy	72,339
Matthews, Shelley	69,371	McDougall, Brad	69,217	McPhee, Linda	95,217
Matthies, Yvonne	70,024	McDougall, Elizabeth	80,394	McPherson, Debbie	106,428
Matties, Debbie	73,159	McEwen, Aimee	88,666	McPherson, Bernadett	159,285
Matwiy, Jacquelin	75,198	McGeough, Lorie	99,165	McStay, Sharron	76,574
Matz, Laura	72,422	McGifford, Delores	80,177	McTaggart, Angela	60,157
Maupin, Karen	124,405	McGill, Nancy	95,831	McTavish, Betty	51,744
Maurer, Nancy	52,089	McGillicky, Sidney	65,003	Meadows, Morgan	58,438
Maw, Lester	75,306	McGown, Brandi	77,130	Meeran, Merie Dho	65,783
Maycong, Maggie	136,662	McGrath, Elizabeth	82,744	Meider, Monica	70,456
Mayer, Deborah	62,000	McGregor, Nikki	70,278	Meier, Ruth	54,555
Mayes, Stan	52,882	McHardy, Darlene	83,714	Melenchuk, Mary Anne	80,110
Maynes, Julie	83,136	McIlmoyl, Matthew	60,375	Melnechenko, Jody	78,556
Mazinke, Nadine	62,786	McIntaggart, Glen	61,616	Menzies, Kelli	50,290
Mazur, Janet	84,173	McIntosh, Monique	72,339	Mercer, James	78,526
Mazur, Janelle	88,312	McIntosh, Beverly	74,385	Mercier, Maria	80,916
Mazur, Mark	99,470	McKay, Lisa	61,276	Mergen, Kathleen	81,627
Mazuren, Dixie	75,919	McKay, Darcy	93,679	Merk, Lisa	64,482
Mbasela, Phyllis	92,460	McKechnie, Marlene	77,892	Merriam, Debbie	69,320
Mcaleese, Roberta	54,583	McKellar, Hector	73,594	Merritt, Valerie	106,209
Mcauley, Karen	54,755	McKenzie, Virginia	50,638	Meston, Sheri	56,157
Mcauley, Valerie	76,536	McKenzie, Sharron	55,804	Metz, Gina	83,360
Mcavoy, Erin	71,937	McKenzie, Crystal	62,183	Meyer, Kristen	54,352
McBride, Jessica	62,792	McKibbin, Kathy	68,839	Michayluk, Gordon	78,773

Governance and Transparency:
Establishing a trustworthy and accountable organization

Individual	Payment	Individual	Payment	Individual	Payment
Michon, Gerald	57,298	Montenegro, Shelley	81,269	Nagy, Valda	61,739
Middelkoop, Shayleen	87,414	Monteyne, Barry	78,236	Nagy, Tess	74,018
Middleton, Lanna	58,459	Monteyne, Dianne	79,924	Nakonechny, Ashley	70,288
Mihalicz, Linda	55,775	Mooney, Dianne	77,598	Nalwamba, Rhoda	99,691
Mijares, Lalaine	75,808	Moore, Sheila	79,082	Nameth, Sharon	51,501
Mile, Clay	93,677	Moore, Melissa	83,198	Nasewich, Susanne	76,002
Mileusnic, Leposava	67,347	Morari, Brenda	92,528	Nasser, Roseann	65,447
Millama, Zenaida	233,158	Moreside, Susan Ann	85,046	Natyshak, Merle	84,319
Millama Luna, Alma	51,378	Morgan, Randy	55,471	Nechi, Maureen	75,815
Milleker, Lisa	65,154	Morgan, Stuart	60,918	Needer, Andrea	69,539
Miller, Tamara	52,000	Morgan, Donna	64,474	Neison, Valerie	91,119
Miller, Lois	57,974	Morhart, Stacey	62,917	Nelson, Jocelyn	64,667
Miller, Adrienne	61,392	Morissette, Ryan	88,506	Nelson, Rhonda	71,119
Miller, Shirley	64,995	Morris, Cindy	50,116	Nelson, Jean	72,398
Miller, Gloria	66,382	Morris, Linda	64,298	Nelson, Nadeane	73,508
Miller, Diane	80,611	Morris, Roxane	70,550	Nelson, Joanne	73,781
Miller, Carol	91,530	Morrison, Lisa	61,758	Nelson, Danielle	90,096
Miller, Beverly	91,610	Morrison, Jodie	68,304	Nelson, Diane	90,683
Miller, Samantha	94,235	Morrison, Sandra	78,222	Nelson, Beverly	92,971
Miller, Heather	99,905	Morrow, Wendy	53,174	Nelson, Dwight	296,799
Miller, Margaret	121,974	Moses, Melissa	53,319	Nernberg, Sheryl	82,268
Milner, Thomas	310,477	Mosewich, Cindy	110,869	Ness, Heather	68,363
Minchuk, Rhonda	51,773	Moskal, Penny	63,205	Neuls, Frances	109,709
Minifie, Rhonda	85,071	Moyer, Gordon	70,777	Neumann, Carey	54,676
Mintenko, Carlie	66,077	Mpundu, Regina	93,496	Neumann, Harry	87,220
Mintenko, Joy	86,195	Mroske, Lisa	81,212	Neumann, Barbara	90,733
Minto, Patricia	54,454	Mucha, Traci	75,587	Neville, Susan	152,314
Mirva, Denise	78,340	Muir, Erin	71,777	Newcombe, Susan	63,645
Miskiman, Todd	91,645	Mulatz, Frank	61,271	Newton, Richard	72,370
Misskey, Eunice D	71,280	Muller, Karen	77,847	Newton, Mae	91,734
Mitchell, Danita	59,398	Mundy, Harry	55,044	Ngoka, Grace	65,002
Mitchell, Angie	61,396	Munns, Tiffany	64,627	Nguyen, Cuong Duc	62,694
Mitchell, Trina	71,067	Munson, Russell	86,757	Nguyen, Thuy	100,292
Moberly, P Dianne	127,573	Mureseanu, Alison	67,593	Nichol, Christine,	68,365
Moeller, Michelle	62,221	Murray, Sharon	50,948	Nichol, Louise	80,187
Moerike, Janis	62,077	Murray, Lynn	61,678	Nichol Langlais, Barbara	61,707
Moffatt, Jocelyn	65,002	Murray, Mark	103,651	Nichols, Gloria	61,379
Mohl, Regan	56,923	Muscoby, Donald	54,612	Nicholson, Roxy	54,195
Mohr, Janet	60,223	Mwale, Mwangala	100,875	Nielsen, Heather	60,218
Mohr, Nicole	67,499	Mwela, Judy	77,616	Nielsen, Doug	74,613
Mohr, Ann	69,120	Mwelwa, Martha	74,052	Nielsen, Terry Lyn	88,303
Mojar, Jhezelle	56,201	Myers, Carol	79,114	Nieminen, Shannan	66,983
Mokry, Michelle	61,495	Myles, Wanda	56,453	Nieminen, Heather	67,368
Molesky, Carla	86,313	Myrah, Michele	90,763	Nieto, Lori	53,186
Molesky, Louise	104,555	Mytopher Benoit, Lori Ann	64,710	Ninan, Abraham	71,316
Molnar, Colleen	94,821	Nabong, Norvelyn	99,720	Ning, Lianne	79,545
Molson, Bev	65,002	Nadiger, Cathy	83,739	Nistor, Mark	57,137
Montanini, Lorna	88,725	Nadon, Christine	52,171	Nistor, Brad	69,738
Monteith, Bernadett	51,134	Nagy, Francis	58,873	Nizinkevich, Jaclyn	56,991

Governance and Transparency:
Establishing a trustworthy and accountable organization

Individual	Payment	Individual	Payment	Individual	Payment
Noble, Christa	54,560	Orasan, Loredana	55,944	Palmer, Stacey	76,809
Nolin, Colleen	72,695	Orban, Dale	72,339	Paluck, Elan	95,598
Nordgulen, Terry	59,912	Orell, Colleen	59,999	Pamintuan, Amanda	61,884
Nordgulen, Laura	65,150	Orlowski, Louine	94,115	Panchuk, Darlene	56,080
Nordwick Chan, Kim	95,092	Orr, Reggie	52,434	Panchuk, Clayton	81,148
Norick, Barbara	83,286	Orthner, Virginia	54,930	Panchuk, Douglas	99,520
Norman, Marcey	64,969	Orthner, Stephanie	69,418	Panno, Lacy	61,478
Norman, Patti	68,196	Orthner, Gail	88,014	Pantel, Chris	60,491
Norman, Christoph	88,751	Ortman, Sharon	65,431	Pappas, Sam	71,797
Norminton, Jim	57,356	Ortman, Nina	65,743	Paquette, Wayne	83,714
Norris, Lisa	61,898	Ortmann, Jennifer	66,416	Paquin, Joanne	60,578
Novak, Elaine	62,332	Osborne, Tara	78,928	Paradis, Eileen	72,274
Novak, Karen	80,209	Osicki, Leonard	73,502	Parbery, Donna	63,929
Novak Galgan, Harriett	110,535	Osiowy Hunter, Patricia	70,510	Pare, Judy	79,898
Novik, Lori	67,868	Ostafie, Judith	68,120	Parent, Darla	74,597
Nowoselski, Amanda	87,677	Ostafie, Neil	68,309	Park, Katherine	52,470
Nugent, Karen	54,465	Ostapowich, Shannon	74,361	Park, Anne	52,516
Nugent, Carol	77,219	Ostapowich, Sonia	76,460	Park, Crystal	68,509
Nurse, Shawna	63,196	Ostapowich, Karen	137,872	Parker, Jean	89,830
Nurse, Byron	92,639	Ostrowka, Rhonda	60,947	Parley, James	63,087
Nuttall, Janice	81,853	Ott, Brigid	68,073	Parrell, Billy	53,221
Oakes, Larry	70,793	Otte, Odette	82,231	Parsons, Lucia	80,240
Oberndorfer, Gillian	98,104	Otten, Laurele	53,412	Partaik, Susan	86,011
Obrigewitsch, Charlene	50,127	Ottenbreit, Leslie	50,123	Partridge, Erin	50,679
Obrigewitsch, Carmen	69,999	Ottenbreit, Tammy	73,665	Parvez, Naeem	398,567
Obst, Marjorie	82,040	Ottoson, Cheryl	88,135	Pascua, Milagros	60,295
Obyrne, Patrick	102,392	Overend, Dawn	86,467	Paseznak, Marion	160,450
Ocampo, Rosalie	55,089	Owen, James	68,041	Pasion, Ricarda	51,863
Ochitwa, Sandra	70,240	Owen, Sherilea	76,724	Paska, Rosalie	98,932
Ochoa, Patricia	75,900	Owens, Katherine	89,485	Paskey, Gail	72,118
O'Connor, Grace	61,115	Ozga, Donald J	80,062	Paslawski, Judith	82,000
O'Connor, Fiona	73,688	Ozga Bellamy, Linda	89,450	Paterson, Dineen	77,109
O'Connor, Dawn	86,423	Pachal, Laurelle	82,314	Patterson, David	55,230
Octubre, Penafranc	98,825	Pachao, Karen	85,366	Paul, Carla	50,655
Odi, Mary Paul	54,561	Pador Lee, Beverly	73,325	Paul, Steve	61,739
Ogibowski, Theresa	84,011	Padwal, Jaspal	59,751	Paulhus, Blake	54,337
Ogilvie, Lore	91,661	Padwal, Ravinder	64,510	Paus, Carrie	82,781
Ogrodnick, Nancy	80,408	Paetsch, Dale	63,869	Payne, Rae Anne	57,094
Okeadu, Justina	56,248	Paez, Catherine	78,679	Peagam, Linda	72,656
Okeefe, Michelle	81,383	Pagdilao, Rowena	78,199	Pearson, Anita	56,214
Olbrich, Robert	55,315	Page, Karen	65,568	Peart, Cathy	80,806
Oliver Carson, Stacey	76,915	Paguirigan, Rica Aime	58,845	Peberdy, Sabrina	55,821
Olson, Troy	70,201	Paice, Trudy	66,696	Peddle, Bobbilynn	68,171
Olson, Pamela	73,586	Paiva, Maria	93,110	Pedersen, Andrew	93,070
Olson, Wendy	80,666	Palandri, Sandra	70,201	Pederson, Lorna	67,145
Omoth, Barbara	95,054	Palanica, John	64,791	Pederson, Erica	90,873
Onagi, Maxine	71,893	Palazzo, Lee Ann	54,991	Pelat, Donna	65,451
Onyskevitch, Brandi	68,604	Palazzo, Tony	63,285	Pelletier, Colette	69,272
Oquinn, Sheryl	82,783	Palmer, Dianne	59,318	Pelletier, Kim	70,777

Governance and Transparency:
Establishing a trustworthy and accountable organization

Individual	Payment	Individual	Payment	Individual	Payment
Pelzer Birtles, Andrea	71,223	Poncsak, Debbie	64,854	Radbourne, Chantel	68,698
Pengelly, Jennifer	72,507	Poole, Rebecca	55,187	Radons, Shelly	97,491
Penner, Janice	64,999	Poole, Susan	83,715	Radutu, George	172,578
Penner, Lyndsay	93,740	Popescu, Janet	77,769	Rae, Justin	73,010
Peralta Elgueta, Pedro	54,622	Popick, Paula	72,171	Raedeke, Maria	61,197
Perchie, Glen	127,639	Popowich, Glenda	94,290	Rahimzadeh, Nasim	57,958
Perkins, Susan	104,548	Porter, Marion	86,352	Rainbow, Scott	67,833
Perrault, Shantel	67,888	Portras, Donna	83,950	Ramirez, Dannice	57,335
Perrin, Jonathan	76,935	Potetz Moore, Leeann	72,834	Ramos, Katrina	79,679
Persson, Jamie	51,332	Potter, Douglas	64,634	Ramos Faldas, Lalaine	68,962
Persson, Barbara	73,242	Potter, Gladys	70,629	Ramsay, Doug	69,626
Peters, Elfreda	54,660	Potter, Ron	83,413	Ramsay, Todd	75,738
Peters, Renae	70,383	Potter, Vera	91,967	Ramsay, Corrie	82,888
Peters, Wade	75,652	Potts, Kris	71,866	Ramsdell, Cathie	82,178
Peterson, Kathy	60,160	Powell, Laura	53,463	Ramsey Silva, Melissa	61,857
Petrie, Maria	119,233	Powell, Maureen	64,519	Ranalli, Greg	62,257
Petroff, Susan	74,283	Power, Kenda	80,140	Rante, Flordeliz	63,075
Petrychyn, Margaret	88,761	Powers, Helen	56,678	Rapchalk, Kimberly	57,544
Petryna, Vivian	78,531	Powers, Marilyn	61,037	Rapchalk, Jason	71,991
Petryshen, Claudia	87,353	Powers, Jessica	68,729	Rask, Colin	95,626
Pettit, Terri	105,837	Praski, Nancy	86,454	Rath, Lacey	64,306
Pham, Huy	106,951	Pratt, Melinda	92,946	Rathwell, Dana	59,796
Phenix, Wendy	59,700	Preikchat, Elton	61,109	Rathy, Brent	107,084
Phillipo Hugel, Paula	90,017	Prekaski, Colleen	64,122	Ratz, Chalena	66,456
Phillips, Scott	59,196	Pretzlaw, Doreen	84,931	Rauckman, Christina	83,331
Phillips, Leah	65,659	Prevost, Debbie	79,337	Rayos, Racquel	99,881
Phillips, Casey	91,440	Primavera, Janice	79,916	Reaburn, Ross	75,424
Phillips, Joanne	96,724	Pritchard, Beverley	83,538	Reaman, Viola	64,240
Phillips, Tracy	118,856	Pritchard, Ruth	85,514	Reaume, Allana	93,547
Piasta, Linda	65,886	Procyk, Yuleeann	71,540	Rector, Patricia	81,381
Pichette, Savanna	58,106	Prokopetz, Jason	54,282	Reddekop, Vonda	62,319
Picot, Linda	63,274	Prokopetz, Michael	58,221	Reddekop, David	65,057
Pierce, Christina	53,477	Pronych, Edith	76,997	Reddekop, Patrick	69,513
Pike, Fay	52,373	Proudlove, Ann	83,753	Redenbach, Michael	143,345
Pike, Greg	76,382	Proulx, Sharon	82,515	Redula, Beverly	50,393
Pillipow, Kelvin	69,462	Pugh, Myrna	81,640	Reece, Wanda	54,143
Pituley, Cherisse	64,758	Purcell, Erin	70,747	Reed, Jody	80,576
Pituley, Harriette	67,521	Purdue, Erin	70,888	Reed, David	89,236
Pitura, Susan	72,222	Purdue, Ryan	77,744	Reesor, Marilyn	51,022
Playter, Pamela	122,365	Pylatiuk, Nicole	63,255	Regehr, Ronald	78,528
Plosz, Penny	83,878	Pylatiuk, Jason	69,875	Reichert, Sherri	78,691
Poirier, Daniel	53,092	Pyne, Elizabeth	62,315	Reid, Ingrid	61,847
Poitras, Jana	64,020	Quangtakoune, Wendy	71,395	Reid, Marilyn	64,230
Pollard, Sandra	70,034	Quine, Tamara	76,979	Reid, Joanne	88,903
Pollock, Chris	66,601	Quiniones, Michelle	55,988	Reid Leimgardt, Lorna	61,052
Pollock, Bonnie	93,284	Quinlan, Colleen	89,771	Reimer, Betty	97,848
Pollock, Darlene	161,527	Racette, Yvonne	70,201	Remoue, Marcy	87,791
Pollon, Albert	59,296	Racette, Joyce	81,901	Renauld, Lacy	83,872
Pon, Tin Yout	141,158	Racette, Andrew	93,900	Renner Scott, Faye	70,626

Governance and Transparency:
Establishing a trustworthy and accountable organization

Individual	Payment	Individual	Payment	Individual	Payment
Rennie, Trisha	66,198	Rodenbush, Jenifer	66,459	Ryan, Gloria	64,576
Renwick, Patricia	102,366	Rodger, Debbie	83,235	Ryan, Breanna	70,441
Reschke, Eric	74,779	Rodgers, Milissa	57,290	Ryan, Glen	75,055
Resler, Jane	85,659	Rodgers, Pamela	79,083	Ryan, Arla	82,420
Rettger, Kelly	95,977	Rodil, Ruel	71,845	Ryan, Dianne	83,373
Revenko, Scott	91,690	Roesch, Erin	73,991	Ryan, Kelly	83,959
Revoy, Sheldon	72,261	Rogers, Renee	75,400	Ryan, Colleen	89,876
Reyes, Billy	84,422	Rogerson, Heather	80,174	Rybchuk, Ken	64,879
Reynard, Beth	55,412	Rogina, Sandy	92,246	Rydzik, Lynne	53,796
Reynolds, Lorraine	54,861	Rohrmann, Axel	91,732	Rydzik, Louise	154,459
Rhodes, Rod	54,709	Rohs, Pamela	60,893	Ryz, Denee	55,985
Riccetto, Anabella	81,294	Roland, Lisa	74,493	Saczek, Krzysztof	358,456
Ricci, Stanley	68,929	Romashenko, Cindy	50,937	Safi, Masoud	67,903
Ricci, Peter	94,064	Rorbeck, Darlene	96,724	Saint, Sherry	111,740
Ricci, Jacquelin	152,257	Rorbeck, Barry	117,432	Sali, Geraldine	58,503
Rich, Kim	84,926	Rosbrook, Gloria	53,774	Sali, Janet	74,428
Richards, Melissa	65,993	Roske, Sheila	72,369	Salter, Connie	56,248
Richards, Mardel	91,035	Rosom, Cheryl	82,133	Samchyk, Stephen	50,542
Richardson, Coreen	55,856	Ross, Jacalyn	62,150	Samchyk, Tera Lee	54,264
Richardson, Nancy	61,147	Rosseker, Gail	95,054	Samolesky, Diane	52,428
Richardson, Jayne	61,478	Roszell, Patrick	57,885	Samonte, Nolita	58,618
Richaud, Allison	71,365	Rotariu, Lynn	64,707	Samonte, Joel	78,890
Richaud, Pamela	133,596	Rotheisler, Melanie	74,382	Sanden, Tracy	63,848
Richels, Lindsay	88,931	Rothwell, Mary	50,442	Sanden, Joel	64,689
Richenberger, Paul	61,273	Roulston, Shelley	71,388	Sanders, Carol Ann	65,399
Richter, Glenn	66,392	Roulston, David	107,067	Sanders, Donna	81,500
Richter, Deborah	70,232	Routledge, Joy	89,393	Sanderson, Robin	55,693
Richter, Florence	80,209	Roy, Linda	51,643	Sandin, Sherri	75,263
Richter, Ginger	82,862	Roy, Valerie	103,099	Sandor, Donna	95,509
Riemer, Joan	88,289	Rubrecht, Darlene	53,571	Sanftleben, Laura	64,838
Rinas, Shelly	52,599	Ruda, Lisa	89,221	Sanopo, Maria C	72,737
Rines, Andrea	65,185	Rudd, Delaney	65,019	Santos, Dulce	52,206
Ritchie, Shanna	70,692	Ruder, Sarah	71,236	Santos, Edna	54,928
Ritmiller, Maryann	97,019	Rudolph, Courtney	53,366	Santos, Sheryl	55,158
Ritson, Ann	56,691	Ruecker, Margaret	71,888	Sanya, Lynn	113,426
Rittwage, Catherine	94,982	Ruecker, Holly	78,380	Sapara, Maureen	54,777
Roberts, Gennine	61,613	Ruedig, Amber	51,895	Sarma, Debasish	60,238
Roberts, Garnet	73,516	Ruetz, Tracy	82,186	Sarmiento, Louelle	57,128
Roberts, Susan	76,810	Runge, Gail	52,960	Sarmiento, Chamber	59,404
Robertson, Coralee	52,567	Rusaw, Lynda	51,627	Sarty, Cathy	59,408
Robertson, Nicole	74,271	Rushlow, Jodi	120,679	Savory, Robin	66,708
Robertson, Marlene	79,127	Rushton, Beverly	84,400	Sawchuk, Dusten	72,999
Robins, Lynnette	69,428	Rusk, Kimberly	113,443	Sawley, Amy	59,013
Robinson, Brenda	57,219	Russell, Rhonda	50,870	Sawyer, Valerie	72,743
Robinson, Beryl	63,881	Russell, Myra	54,546	Schaefer, Shelley	86,286
Robinson, Tom	118,901	Russell, Danette	56,838	Schaeffer, Christine	79,669
Robison, Brent	66,091	Russell, Theresa	95,054	Schalk, Yvonne	50,339
Robson, Gwen	54,526	Rutten, Karen	82,570	Schantz, Sharon	72,456
Robson, Janice	89,749	Ryan, Warren	56,387	Schatz, Lois	90,452

Governance and Transparency:
Establishing a trustworthy and accountable organization

Individual	Payment	Individual	Payment	Individual	Payment
Scheibel, Michelle	88,200	Schwartz, Janice	61,873	Shannon, Rhonda	64,417
Scheidt, Coby	95,054	Schwartz, Robert	70,282	Shasko, Diane	67,078
Schell, Cindy	55,035	Schweitzer, Jody	59,838	Shaterian, Narges	87,939
Schell, Eloise	106,425	Schwentke, Kathleen	84,382	Shaw, Terrence	51,935
Schellenberg, Deborah	80,951	Scobie, Jennifer	53,102	Shay, Debbie	112,936
Scherbey, Terry	70,484	Scott, Stefanie	65,909	Shenner, Robyn	61,049
Scherle, Gennifer	62,212	Scott, Michelle	67,205	Shepherd, Audrey	50,585
Scheske, Jill	67,757	Scott, Carmen	67,295	Sherling, Katherine	55,903
Scheuer, Gail	103,904	Scott, Marcia	96,724	Shevalier, Marcel	65,668
Schiazza, Guido	86,219	Scott, Maxine	113,074	Shevchuk, Debra	174,748
Schick, Elizabeth	131,424	Seaman, Crystal	57,873	Shewchuk, Daryl	77,211
Schier, Rae	87,327	Sebastian, Lydia	83,759	Shields, Cathy	88,958
Schill, Lucille	66,330	Sedlovitch, Rose	51,802	Shier, Marlene	87,916
Schiltz, Murray	52,483	Sehn, Randy	83,714	Shilling, Raylene	73,415
Schindel, Taryn	80,359	Seib, Chad	61,756	Short, Pat	79,558
Schindel, Sherice	96,047	Seib, Heather	79,409	Shreeves, Lora	59,849
Schindelka, Crystal	54,233	Seibel, Jackie	72,339	Shuflita, Laureen	52,298
Schlamp, Gwendolyn	60,916	Seidler, Janelle	62,649	Shuflita Kurtz, Sheila	116,390
Schlamp, Michelle	66,179	Seidlikoski, Noelle	53,590	Shymkiw, Joanne	68,174
Schmeling, Lenore	81,502	Seiferling, Joetta	111,540	Sia Javier, Lynette	128,032
Schmidt, Deborah	51,788	Seitz, Tammy	60,133	Sich, Colleen	97,753
Schmidt, Laurie	53,576	Seivewright, Rosalie	54,481	Sidebottom, Sarah	52,891
Schmidt, Judy	54,785	Selinger, Darcie	51,007	Sideen, Tina	57,029
Schmidt, Rachelle	64,123	Selinger, Arlene	56,099	Sidhu, Mohinder	77,312
Schmidt, Renee	72,792	Selinger, Norman	59,028	Sieben, Lianne	73,986
Schmidt, Traci Jo	74,231	Selinger, Michelle	62,682	Siever, Sean	92,305
Schmidt, Mary	85,665	Selinger, Janelle	63,316	Silbernagel, Trisha	71,499
Schmidt, Shawna	88,772	Selinger, Elaine	65,002	Siller, Marsha	56,039
Schmidt, Craig	101,521	Selinger, Christine	72,185	Silverson, Elsa	77,623
Schneider, Susan	51,547	Selinger, Stephen	78,415	Silzer, Kayla	56,296
Schneider, Doreen	63,344	Selinger, Lorna	83,089	Silzer, Shanna	79,817
Schock, Brenda	52,153	Selinger, Donna	84,175	Silzer, Joanne	80,590
Schoenhofen, Brenda	123,838	Sellers, Nancy	84,713	Sim, Carey	85,955
Schoenroth, Johnathan	56,600	Sellinger, Cheryl	56,385	Simard, Linda	99,904
Schoenroth, Susan	100,654	Sellinger, Douglas	105,738	Simpson, Marla	72,236
Schoenthaler, Shelley	76,330	Selzer, Sharon	87,541	Simpson, Therese	75,023
Schopf, Jackie	63,267	Semchuk, William	114,197	Sinclair, Heather	64,918
Schroeder, Cindy	72,652	Semesock, Jeanette	52,034	Sinclair, Bet'yanne	78,216
Schroeder, Debbie	75,139	Senga, Chad	71,572	Singer, Kateri	72,339
Schuba, Robert C	84,503	Senga, Carrie	72,614	Singh, Rajkumari	56,821
Schuba, Elizabeth	96,472	Senhouse, Nathalie	107,546	Sinnett, Debbie	114,543
Schuler, Sharon	65,044	Seno, Rommel	486,318	Sirois, Lisa	73,596
Schulhauser, Michael	68,969	Seon Mccallum, Charlene	83,830	Sirup, Blair	83,714
Schultes, Jeffrey	71,703	Serbu, Carol	51,963	Sisco, Nancy	64,714
Schultz, Rhonda	51,044	Serediak, Ernie	83,714	Siver, Cathy	74,877
Schultz, Beverley	65,044	Serle, Shelley	92,559	Siwik, Angie	59,100
Schulz, Greg	96,779	Serrano, Adriana	63,711	Sjodin, Arlen	57,550
Schuster, Brenda	100,175	Severson, Kassandra	59,935	Skaar, Gerard	52,390
Schwaim, Dwayne	80,955	Severson, David	72,499	Skaf, Sheila	61,079

Governance and Transparency:
Establishing a trustworthy and accountable organization

Individual	Payment	Individual	Payment	Individual	Payment
Skinner, Shannon	58,133	Solonynko, Lori	55,831	Stephenson, Robert	81,861
Skomorowski, Linda	54,885	Solypa, Cyndy	95,512	Sterling, Darlene	76,347
Skoretz, Christine	67,958	Sommer, Crystal	66,621	Stettner, Robin	63,542
Skulsky, Barbara	137,130	Sommer, Leland	75,462	Stettner, Laura	107,566
Skwark, Gail	80,341	Sonntag, Maureen	65,268	Stevenson, Vida	53,071
Skwark, Holly	115,506	Sopczak, Vince	69,041	Stevenson, Andrea	60,682
Slater, Nicole	83,459	Sorensen, Nicole	54,024	Stevenson, Danielle	68,988
Slater, Bettyann	90,017	Sorensen, Thomas	64,520	Stevenson, Diane	76,129
Slater, James	118,382	Sorensen, Stacey	69,176	Stewart, Leona	54,931
Slimmon, Arlene	57,507	Sorensen, Elizabeth	71,223	Stewart, Lois	58,435
Slingsby, Amy	73,114	Soria, Nonita	81,943	Stewart, Thomas	67,596
Slinn, Jeffrey	77,209	Soriano, Corazon	58,213	Stewart, Linda	78,859
Slinn, Jackie	83,721	Souchotte, Karen	50,509	Stewart, Cheryl	79,322
Slinn, Tanya	86,252	Sousa, Lydia	51,916	Stewart, Pat	107,227
Sloboda, Celeste	89,673	Spangenberg, Diane	89,593	Stewart, Lisa	111,230
Slopinski, Dwayne	66,930	Speers, Christie	114,478	Stewart Gall, Carrie	63,045
Slotsve, Linda	82,781	Spelay, Elizabeth	64,207	Stimpson, Valerie	89,824
Sluchenski, Charlotte	52,382	Spelay, Debra.	67,129	Stirr, Janice	75,820
Slugoski, Yvonne	71,109	Spence, Rarie	60,111	Stirr, Fred	89,795
Sluser, Joy	71,832	Spencer, Cathleen	52,350	Stocks, Ruth	54,777
Smeets, Donna	93,876	Spencer, Katherine	63,275	Stolz, Celine	69,815
Smeikle, Lenieve	89,932	Spencer, Debra	76,907	Stoppler, Helen	64,202
Smelt, Brenda	86,155	Spicer, Eva	142,505	Storey, Katherine	79,435
Smith, Kerbie	57,674	Spilak, Cathi	91,569	Storozuk, Lynda	60,707
Smith, Shawna	63,387	Spooner, Jason	59,961	Stovra, Jacquelin	76,893
Smith, Amy	64,318	Spring, Julie	50,617	Strain, Lorraine	91,754
Smith, Emily	69,661	Srochenski, Terry	51,764	Strand, Leslie	140,813
Smith, Marilyn	71,682	St Onge, Lynn	76,376	Strawford, Randy	53,074
Smith, Janelle	71,875	Stabbler, Amy	68,233	Straza, Lori	80,861
Smith, Brenda	75,677	Stabbler, Robin	69,954	Streifel, Larry	59,745
Smith, Alexsis	77,340	Stadnyk, Donna	57,353	Streisel, Lori	50,912
Smith, Scott	81,408	Stadnyk, Tyler	68,448	Stremick, Elaine	57,782
Smith, Sherice	107,204	Stadnyk, Robert	71,816	Stricker, Lori	79,998
Smith, Barbara	115,691	Stadnyk, Rena	78,101	Stricker, Barry	87,564
Smith, Debbie	121,344	Stainbrook, Rhonda	88,286	Striha, Janelle	65,883
Smuk, Linda	58,244	Stamm, Shelley	77,896	Stringer, Suzanne	155,478
Smulan, Carole	91,094	Stang, Laurel	78,536	Strong, Christine	50,279
Smyth, Victoria	58,366	Stapleton, Tammy	101,846	Strudwick, Amy	60,322
Snedker, Cyndy	66,204	Stasiak, Catherine	74,735	Stubbe, Kimberley	51,815
Snell, Richard	83,714	Stauber, Noreen	68,904	Stuber, Arlene	64,423
Snell, Moni	86,035	Stefankiw, Paula	89,282	Stueck, Colleen	103,954
Snook, Charlene	57,757	Steffensen, Kenneth	69,028	Stuike, Heather	53,330
Snowdy, Heather	73,964	Stengler, Marie	81,172	Stulberg, Shelley	69,967
Snyder, Rae Lyn	60,490	Stenson, Wayne	51,742	Stuttard, Kim	61,037
Sockett, Ingrid	78,326	Stepaniuk, Diane	63,794	Subramanyam, Poornima	379,656
Softley, Laura	65,369	Stephanson, Randy	164,162	Sullivan, Linda	53,363
Sojwal, Anita	70,625	Stephens, Luke	54,897	Sullivan, Alissa	58,485
Solidarios, Glenn	98,557	Stephens, Wanda	72,392	Sulymka, Mark	93,349
Solodiuk, Louella	118,877	Stephens, Dave	79,235	Sulz, Linda	114,196

Governance and Transparency:
Establishing a trustworthy and accountable organization

Individual	Payment	Individual	Payment	Individual	Payment
Sumakote, Evelyn	94,530	Thenault, Shannon	66,754	Tracey, Sherri	78,118
Sundin, Leslie	97,073	Themen, Kristen	73,876	Tracy, Kyla	50,220
Surkan, John	79,003	Thibault, Loreli	79,287	Trail, Linda	69,975
Sutherland, Nicole	58,639	Thiele, Marjorie	90,534	Tran, Lynn	70,928
Sutherland, William J	66,375	Thomas, Rhiannon	84,881	Treleaven, Denise	59,247
Swab, Elden	74,722	Thomas Cullen, Lynwen	70,153	Treleaven, Shelly	121,851
Swan, Louise	80,004	Thompson, Tamara	54,266	Trelenberg, Ross	64,635
Sweatman, Elizabeth	109,484	Thompson, Paula	58,969	Tremblay, Tanis	86,430
Sweeney, Lesley	65,709	Thompson, Carolyn	63,928	Trenton, Christine	62,955
Sweet, Tim	80,249	Thompson, Lana	64,024	Triffo, Amanda	69,430
Swerid, Sheila	71,251	Thompson, Deborah	70,227	Tripp, Darlene	54,360
Swift, Laurie	59,714	Thompson, Pam	71,750	Trotter, Joseph	76,059
Switzer, Heather	86,750	Thompson, Beverly	82,177	Troy, Jennifer	85,794
Switzer, Jeanette	104,337	Thompson, Tammy	87,169	Troy Hebert, Barbara	51,195
Szafron, Susan	54,914	Thomson, Deborah	57,782	Trudelle, Paulette	59,075
Szakacs, Ronald	115,472	Thomson, Donna	61,105	Truman, Sharon	85,314
Szmutko, Diane	132,180	Thomson, Patricia	64,676	Truscott, Trent	109,797
Szostak, Barbara	60,683	Thomson, Meghan	77,976	Tuazon, Maria	82,085
Tafesse, Fekade	53,363	Thorp, Leah	75,828	Tubello, Graziella	69,751
Tait, Victoria	74,218	Thurlow, Ronald G	71,389	Tuchscherer, Laura Lee	107,849
Talbot, Selena	57,358	Tiede, Bruno	88,076	Tuff, Eileen	82,618
Talion, Michael	55,383	Tilley, Lana	77,556	Tuharsky, Ruby	80,406
Tameling, Krista	65,939	Tillson, Rachel	81,888	Tumac, Alison	80,990
Tangerd, Angela	87,509	Tinani, Naresh	90,771	Tumack, Charlene	83,521
Tanzell, Angela	54,456	Tincher, Darlene	67,280	Tunstall, Andrea	87,633
Tanzell, Darren	81,170	Tippe, Cathy	122,848	Turgeon, Wendy	74,997
Tardif, Sandra	80,083	Tirebuck, Lois	59,481	Turnbull, Dianne	79,744
Tarr, Jonathan	74,396	Tirk, Candace	63,048	Turner, Tina	50,474
Tayco, Ailyn	52,803	Tirk, Ronald	75,820	Turner, Dale	80,552
Tayco, Vilsilyn	65,567	Tisdale, Daphne	75,798	Turner, Gina	83,117
Taylor, Tami	59,840	Titus, Agnes	124,361	Turton, Marie	60,816
Taylor, Martha	63,191	Tkach, Michele	86,364	Tymchyshyn, Robert	79,287
Taylor, Janet	69,414	Tkatch Melle, Chrisinda	75,565	Tyrer, Diane	72,339
Taylor, Camile	70,102	Todd, Karen	81,529	Uhren, Linda	79,679
Taylor, Shelley	88,736	Toews, Audrey	68,982	Uhrich, Donna	82,665
Taylor, Jennifer	106,616	Toffan, Allison	77,708	Uhryn, Korin	61,531
Taylor, Colleen	111,656	Tom, Jennifer	54,444	Uleryk, Agnes	52,943
Taylor Miller, Shannon	52,049	Tomyk, Wendy	82,111	Ulmer, Andrea	54,323
Te Raa, Leah	60,306	Tomyn, Lana	73,911	Ulmer, Amanda	63,526
Teale, Tracey	59,879	Tonita, Wendy	94,157	Ulmer, Michalene	74,608
Tejszerski, Judith M	69,879	Tonn, Dwight	98,805	Undseth, Kathy	80,610
Temple, Heather	56,074	Tooley, Jaime	61,957	Unick, Lesley	54,331
Temple Jones, Jan	65,044	Toporowski, Randell	61,144	Unser, Debbie	55,745
Tettevi, Selali	54,562	Toppings, Julie	92,588	Upshall, Donna L	81,548
Thain, Linda	91,960	Torjusen, Mark	72,339	Urbaniak, Patty	62,805
Thauberger, Linda	50,101	Toro Hopkins, Debbie	101,499	Ursu, Dona	74,036
Thauberger, Myrna	58,301	Toth, Christina	72,148	Ursulescu, Sandy	63,478
Thauberger, Veronica	85,149	Tourond, Lorna	82,804	Usick, Len	68,753
Theriault, Lyle	64,422	Toye, Rebecca	76,845	Valen, Alison	68,007

Governance and Transparency:
Establishing a trustworthy and accountable organization

Individual	Payment	Individual	Payment	Individual	Payment
Valimaki, Anna	96,886	Voss, Arletta	95,784	Waugh, Barbara	56,484
Vall, Teresa	80,648	Vuksic, Christina	242,215	Wawro, Susan	79,794
Vallee, Colleen	79,514	Vye, Lorissa	72,804	Webb Young, Geraldine	94,282
Valley, Scott	71,433	Wacker, Alexia	56,860	Webster, Bernice	162,647
Valmeo, Imelda	116,652	Wacker, Linda	96,724	Weflen, Kerrie	70,201
Vanbuekenhout, Guy	96,651	Wadsworth, Mary	70,879	Weimer, Laura	55,226
Vancaeseele, Kim	79,143	Waffle, Kristy	56,874	Weinberger, Annette	59,704
Vandale, Joseph	59,517	Wagner, Rosemary	75,586	Weinmaster, Marilyn	78,512
Vandamme, Debra	54,069	Wagner, Myrna	118,503	Weir, Dawn	73,931
Vandekamp, Andrea	52,696	Walchuk, Kaye	62,065	Weir, Louise	115,210
Vandervelden, Lois	104,471	Walczykowski, Hanna	81,756	Weisbeck, Stacey	59,433
Vandesype, Jennifer	61,370	Wald, Irene	78,188	Weisbrod, Myrna	94,699
Vandevorst, Pamela	75,810	Walker, Lucinda	56,863	Weisbrodt, Gary	80,137
Vandevorst, Raymond	124,969	Walker, Sharon	71,137	Weisgarber, Maureen	94,883
Vandrasco, Krista	65,299	Walker, Freda	93,118	Weisgerber, Karen	115,399
Vanhove, Melinda	65,934	Walker, Donna	105,085	Weiss, Marjorie	73,214
Vanluven, Dion	72,660	Wallace, Brenden	77,260	Weisshaar, Glenys	82,364
Vanparys, Bev	63,611	Wallman, Sharon	123,336	Wekerle, Carla	76,166
Vanvliet, Paulette	71,371	Walraven, Margaret	64,607	Wekerle, Robert	85,920
Varga, Devin	50,715	Walter, Douglas	50,087	Welder, Colette	50,130
Varga, Kristin	58,412	Walter, Jacquelin	52,319	Welder, Erin	84,714
Varga, Melissa	59,798	Walters, Valeria	79,711	Wells, Christian	77,019
Vargas, Cecilia	59,069	Wan, Rex	62,363	Wellsch, Erin	66,000
Varin, D Brian	62,532	Wang, Zihan	87,305	Wendel, Jeff	73,010
Vaughan, Maggie	55,501	Wanner, George	78,486	Wentz, Maureen	81,569
Vavrick, Kevin	64,681	Warburton, Jennifer	73,720	Wentzell, Cindy	79,211
Vegunta, Krishna	71,222	Ward, Erin	57,669	Wesdyk, Elsie	59,140
Velasco, Maricar	62,271	Ward, Heather	61,549	West, Dana	66,343
Velecky, Cynthia	54,254	Warde, Gail	82,696	West, Fred	72,565
Velestuk, Debbie	85,708	Wark, Judy	56,352	West Johnson, David	110,112
Venables, Natasha	72,381	Warkentin, Joyce	60,461	Wharton, Tammy	93,459
Verville, Lorraine	83,821	Wass, Patricia	55,452	Wheadon, Michael	59,887
Violot, Carrie	52,845	Wasty, Fasahat	137,142	Whelpton, Susan	61,045
Vipond, Raquel	50,912	Wasylyshyn, Dave	93,938	Whitaker, Elizabeth	63,317
Virtue, Alison	93,971	Waterer, Elizabeth	81,640	White, Twana	50,083
Vogel, Sandra	51,245	Waters, Christina	58,651	White, Jennifer	58,767
Volliman, Tracy	52,865	Watkins, Michelle	83,304	White, Gladys	64,735
Volliman, Arlyce	65,831	Watson, Tamora	51,129	White, Patricia	65,615
Vongkhaophet, Jennifer	60,861	Watson, Penny	84,030	White, Kelsie	75,680
Voss, Linda	51,978	Watson, Barb	91,000	White, Barbara	82,879
Voss, Kim	68,230	Watts, Brittney	55,793	Whiteman, Peter	88,039

Governance and Transparency:
Establishing a trustworthy and accountable organization

Individual	Payment	Individual	Payment	Individual	Payment
Whiting, Patricia	82,064	Windsor, Kent	62,459	Yeast, Elizabeth	66,486
Whiting, Celine	83,604	Windsor, Gwen	64,168	Yee, Kathleen	50,306
Whitley, Elizabeth	112,284	Winkel, Tanya	91,571	Yee, Michelle	65,092
Whitrow, Rodney	85,140	Winnicki, Brenda	75,084	Yee, Raymond	77,400
Whitteker, Patricia	86,809	Wirth, Donna	82,713	Yee, Betty	83,714
Wiebe, Sharon	81,556	Wirtz, Brenda	80,750	Yeo, Sharon	53,027
Wiebe, Margaret	86,985	Wise Klein, Daphne	57,935	Ylioja, Patti	115,334
Wiest, Traci	84,462	Wiszniak, Debra	77,553	Young, Bonnie	64,819
Wig, Britta	56,162	Witt, Raylene	77,882	Young, Nerissa	72,454
Wihlidal, Cara	71,995	Wobben, Nicolaas	76,875	Young, Neil	81,548
Wilde, Edna	69,105	Wolf, Lee	86,542	Young, Dale	89,179
Wilde, Rita	86,313	Wolfe, Lesley	56,993	Yung, Angela	56,368
Wilhelm, Tricia	84,487	Wolfe, Shirley	65,355	Yurkiw, Brandie	68,481
Wilkie, Linda	60,028	Wolfe, Robert	81,837	Zacharias, Holly	88,443
Wilkie, John	62,642	Wolfe, Murray	111,023	Zaiser, Juanita	87,685
Wilkinson, Lana	63,263	Wollbaum, David	71,755	Zamayla, Ronie	98,622
Wilkinson, Lorna	84,960	Wong, Katty	69,659	Zareh, Krystal	57,648
Willenborg, Chelsey	64,023	Wong, Elsie	100,991	Zarusky, Wanda	57,084
Williams, Gertrude	53,023	Wood, Melanie	56,828	Zawislak, Darlene	93,875
Williams, John	58,787	Wood, Melissa	57,377	Zdunich, Brenda	80,575
Williams, Marian	62,447	Wood, Brea	58,073	Zech, Ken	50,087
Williams, Patty	66,965	Wood, Audrey	72,239	Zelinski, Joyce	87,435
Williams, Catherine	68,938	Wood, Sharon	99,006	Zemlak, Karen	55,329
Williams, Wendy	80,399	Woodroffe Brown, Ngaire	104,560	Zerff, Terry	54,617
Williams, Linda	86,141	Woods, Brad	71,986	Zerr, Barbara	52,414
Williams, Cara	89,112	Woolhether, William	54,393	Zerr, Mollyann	69,332
Williams, Jason	112,524	Workman, Lisa	63,438	Ziffle, Shannon	69,217
Williamson, Jacquelin	56,148	Wourms, Carrie	54,823	Zigante, Nerina	72,669
Williamson, Wayne	56,208	Wourms, Allan	57,392	Zimmer, Lenore	50,538
Williamson, Mary	60,845	Woycik, Kimberly	66,546	Zimmer, Doug	50,793
Willis, Janna	63,613	Woycik, Wyatt	70,687	Zimmer, Jill	78,645
Willway, Verity	85,893	Wozniak, Laurie	90,404	Zimmer, Martine	80,153
Wilmot, Jane	91,480	Wright, Nicole	54,791	Zimmermann, Jill	75,436
Wilms, Els	88,014	Wright, Elaine	74,972	Zinger, Erwin	73,842
Wilson, Pamela	75,819	Wright, Garth	137,878	Zinkhan, Linda	98,934
Wilson, Beverly	77,125	Wrobel, Lorna	93,512	Zinn, Tammy	70,201
Wilson, Tracey	81,508	Wyatt, Karen	57,561	Zitta, Rosalia	84,881
Wilson, Donald	87,686	Yake, Bonnie	61,954	Zorn, Gail	79,304
Wilson, Donna	88,440	Yang, Tracey	71,792	Zulyniak, Lori	57,975
Wilson, Joyce	88,676	Yates, Sheila	100,267	Zwack, Jeffrey	50,274
Wilton, Suzanne	55,541	Yeager, Lianne	51,349		

Governance and Transparency:
Establishing a trustworthy and accountable organization

Supplier Payments

Listed are payees who received $50,000 or more for the provision of goods and services, including office supplies, communications, contracts and equipment

Supplier	Payment	Supplier	Payment
101027726 Sask Ltd.	426,472	Bowers Medical Supply Co.	76,946
101050094 Sask Ltd.	97,125	Bracco Diagnostics	184,629
393032 Alberta Ltd.	108,150	Braun, Gordon	73,333
3M Canada Inc.	55,650	Brenda R. Hildebrandt Law Office	134,225
Abbott	2,323,358	Brunswick Filing Systems Sask	128,591
Abdulla, Dr. R.H.	79,704	Bunzl Canada	932,365
Acart Equipment Ltd.	67,930	Business Furnishings Sask Ltd.	168,130
Accentus	58,064	CAA Travel Agency	219,779
Accreditation Canada	88,334	Can Med Healthcare	1,180,341
Acklands Grainger	194,384	Canada Bread	102,143
Adam, Dr. Suleman	333,108	Canada Microsurgical Ltd.	339,189
Adecco Employment Services Limited	59,285	Canadian Council on Health Services Accreditation	86,293
Advanced Medical Technology	72,281	Canadian Hospital Specialties Ltd.	60,789
Advanced Response Vehicles Inc.	201,307	Capital District Health Authority	68,975
Advantage Medical Professional Corp.	447,204	Cardinal Health Canada 302 Inc.	227,253
Agency For Pinoy Excellence Corp.	57,500	Carestream	106,987
Agfa Healthcare Inc.	526,510	CaridianBCT (Canada) Inc.	84,179
Alcon Canada Inc.	487,395	Carl Zeiss Canada Limited	72,884
All Sask Coffee Services Inc.	142,088	Carsen Medical	256,189
Allergan Inc.	221,713	Carson, Dr G.	83,179
American Medical Systems	354,060	CEG Energy Options	1,311,480
AMO Canada Company	1,139,941	Cellavision	141,750
AMT Vantage Group Inc.	464,511	Chang, Dr. Paul	115,711
Anixter Canada Inc.	119,807	Chitttronics	56,573
Arch Transco Ltd.	154,993	Cisco Systems Capital Canada Co.	158,035
Arjohuntleigh	701,846	Citagenix Inc.	134,874
Asco Power Technologies Canada	54,720	Cityview Properties	67,961
Associated Health Systems	132,480	Coca-Cola Bottling Ltd.	109,384
Avnet Computer Components	337,560	Cognos ULC	857,601
B&R Holdings Inc.	80,638	College Of American Pathologists	50,488
Baker, Baker & Gayton	61,237	Commercial Alcohols Inc.	88,079
Baldwin, Dr. Joan	60,778	Commissionaires Saskatchewan	131,583
Balfour Moss	74,793	Community Initiatives Fund	53,749
Bard Canada	586,227	Computrition Inc.	337,450
Baxa Corporation	189,467	Conexus Credit Union	68,386
Baxter	2,413,809	Conmed Corp	234,268
Bearingpoint	207,116	Convatec	73,080
Beckman Coulter Canada Inc.	720,102	Cook (Canada) Inc.	1,348,796
Becton Dickinson	258,941	Corporate Express Canada Inc.	514,806
Bedard, Dr. Vanessa	233,629	Courtyard Group	119,235
Bella Lufu, Dr. Mbuyamba	353,194	Coutts Courier Company Ltd.	170,646
Bio Rad Laboratories Canada Ltd.	457,967	CPDN #3130827 Canada Inc.	5,957,535
Biogenics Canada	95,129	Crane Supply	104,048
Biomed	529,775	Crestline Coach	117,670
Biomerieux Canada Inc.	539,813	Croft Planning and Design	167,461
Biomet	141,200	Cytyc Canada Ltd.	348,676
Biopacific Diagnostic Inc.	55,130	Dade Behring	53,466
Bles Biochemicals Inc.	69,375	Dafco Filtration Group	96,300
Bomimed Inc.	119,943	Damodharan Psychiatric Services P.C. Inc.	328,450
Borderland Co-operative Limited	60,654	Dawsco Services Ltd.	172,202
Boston Scientific Corp	2,105,121	De Lage Landen Financial Services Canada Inc.	56,649

Governance and Transparency:
Establishing a trustworthy and accountable organization

Supplier	Payment
De Lange, Dr Hendrik	205,087
Deb, Dr. Bakul Kanti	168,278
Delport, Dr. Johannes A.	254,868
Denis Jones Medical Prof. Corp.	57,312
Denson Commerial Food Equipment Inc.	78,818
Develius Systems Inc.	92,489
DHL Express (Canada) Ltd.	68,294
Direct Express	126,935
DJ Orthotics	160,993
DLGL Ltd.	430,903
Domco Construction Inc.	4,833,692
Dominion Biologicals Ltd.	129,217
Dr. A. Van Der Merwe Medical Prof. Corp.	380,772
Dr. A.P. Meyer Medical Prof. Corp.	360,580
Dr. Allison Crichlow Medical Prof. Corp.	97,049
Dr. Charles W. Kowalski Medical Prof. Corp.	325,275
Dr. Craig Bosenberg Anesthesia Medical Professional Corporation	126,141
Dr. D. J. McCarville Vascular Surgeon Prof. Corp.	69,050
Dr. D. Korol Medical Prof. Corp.	190,171
Dr. D. T. Hunter Medical Prof. Corp.	95,795
Dr. Da Elene Van Der Merwe Medical Prof. Corp.	411,396
Dr. David Kopriva Medical Professional Corporation	64,910
Dr. Edward Patterson Medical Prof. Corp.	441,559
Dr. Elizabeth Thomas Medical Prof. Corp.	179,527
Dr. Frederick De Villiers Medical Prof. Corp.	123,000
Dr. Gavin Jones Medical Professional Corp.	532,003
Dr. Glenda Kaban Medical Prof. Corp.	177,003
Dr. Glenn Ollenberger Prof. Corp.	579,652
Dr. J. Kuzmicz Medical Prof. Corp.	54,734
Dr. J. Stewart Mcmillan Medical Professional Corporation	133,544
Dr. J. Vlok Medical Prof. Corp.	397,200
Dr. J.G. Van Der Merwe Anesthesiology PC Inc.	92,186
Dr. James McHattie Medical Prof. Corp.	66,837
Dr. Jane Arthur Medical Professional Corp.	427,432
Dr. Jennifer Hilton Medical Professional Corp.	66,208
Dr. John Alport Medical Professional Corporation	109,959
Dr. Juri Van Staden Medical Prof. Corp.	213,791
Dr. Kathy J. Ferguson Medical Prof. Corp.	384,125
Dr. Kumaravel Pillay Medical Prof. Corp.	402,458
Dr. L Brydon Medical Prof. Corp.	51,727
Dr. Lane Rathgeber Medical Prof. Corp.	306,289
Dr. Linda Emslie Medical Professional Corporation	413,776
Dr. Louis Huisamen Medical Prof. Corp.	96,117
Dr. Lucas Potgieter Medical Professional Corporation	479,706
Dr. Mark Cherry Medical Professional Corporation	110,120
Dr. Michael Lang Medical Professional Corporation	139,541
Dr. Nasimbanu Alibhai Medical Professional Corporation	96,020
Dr. Natarajan Medical Professional Corporation	411,884
Dr. Nosakhare Ikpomwosa Gbinigie Medical Prof. Corp.	122,695
Dr. Ole Rasmussen Medical Prof. Corp.	235,800
Dr. Paul Schwann Applied Health and Research Center	67,500
Dr. Peti Medical Prof. Corp.	232,436
Dr. Randall Radford Medical Prof. Corp.	366,501
Dr. Raul Garcia Medical Prof. Corp.	62,786
Dr. Reynaldo Cardoso Maternal - Fetal Medicine & Gynecology P.C. Inc.	63,209

Supplier	Payment
Dr. S. C. Bester Medical Prof. Corp.	96,070
Dr. S. C. Petryk Medical Prof. Corp.	195,550
Dr. S. Haque Medical Prof. Corp.	297,706
Dr. S. Vuksic Medical Prof. Corp.	105,405
Dr. T. Potgieter Medical Professional Corporation	76,975
Dr. Terrance A. Ross Med. Prof. Corp.	346,026
Dr. Thamilvaanan Medical Prof. Corp.	222,447
Dr. Timothy Rosser Medical Prof. Corp.	108,315
Dr. V. K. Patel Medical Prof. Corporation	398,451
Dr. Verna Scott Med PC Inc.	692,124
Dr. Vijay Trivedi Medical Professional Corporation	557,758
Dr. Y Abu-Ghazaleh Medical Professional Corporation	130,844
Draeger Medical Canada Inc.	354,085
Ebsco	359,816
Eclipsys Corporation	755,500
Eden Textile	241,790
Edward C. Alport Medical Professional Corporation	102,361
Edwards Lifesciences (Canada) Inc.	393,353
Eecol Electric (Sask) Ltd.	245,474
Ehrlo Community Services	77,884
Eidsness, Dr. Ryan	52,246
Eisa Medical Prof. Corp.	422,398
Enzon Pharmaceuticals Ltd.	61,504
Epic Information Solutions	962,724
Eric Le Roux Medical Prof. Corp.	541,933
Esbe Scientific	139,524
Essalah, Dr. A.	175,381
EV3	84,732
Evolution Presentation Technologies	147,304
Falkenberg, Dr. Konnie	263,893
Farnorth Sales Association	55,717
Ferring Inc.	58,637
Fisher Scientific Ltd.	820,076
Five Hills Health Region	223,501
Flynn Roofing (Canada) Ltd.	92,004
Fraser Health	122,415
Fresenius Medical Care Canada	106,130
Futuremed Health Care	225,777
Gambro Renal Products	1,585,416
Gamma Dynacare Medical Lab	2,772,042
Ganshorn, Dr. K.	94,050
Ganx Technologies Inc.	272,210
GE Healthcare Canada Inc.	6,141,171
Gen Probe Incorporated	65,991
Genpharm Inc.	80,625
Gerbrands Medical Prof. Corp.	325,989
Getinge Canada Limited	429,692
Ghaniabadi, Dr. D.	254,021
Ghumman, Dr. T.	98,847
Goldkey Consulting Inc.	89,694
Grand & Toy Technology	661,291
Great West Life Assurance Co.	2,428,083
H.S.A.S.	682,288
Harold, Dr. Brent	128,670
Hartner, George	83,880

Governance and Transparency:
Establishing a trustworthy and accountable organization

Supplier	Payment
HBI Brennan Business Interiors Inc.	64,904
Headcan	167,022
Health Pro Management	802,881
Healthcare Insurance Reciprocal of Canada	1,104,088
Healthline Systems, Inc.	127,375
Healthmark Ltd.	716,908
Heidelberg	91,969
Hewlett Packard Canada Ltd.	167,220
Hill-Rom Canada Ltd.	99,294
Hipperson Construction	2,550,453
HJ Linnen Associates	405,173
Hollister Limited	63,232
Holmes, Dr. S.B.	171,036
Honeywell Limited	105,122
Horner, Rob	220,867
Hospira Healthcare Corporation	3,878,962
Hospitals of Regina Foundation	125,000
Houlie, Dr. C. R.	360,345
Huisamen, Dr. Charles	170,980
HVAC Sales Ltd.	67,093
HVDM Medical Prof. Corp.	410,159
Iles Electric Ltd.	89,149
Independent Choice Distribution	152,150
Infor Global Solutions Inc.	206,819
Innova Medical Ophthalmics Inc.	98,154
Ino Therapeutics	173,870
Inter Medico	224,763
Inter V Medical Inc.	146,878
IPSCO Place	83,566
Ishaan Sundar Medical Prof. Corp.	490,932
Island Corporation	138,339
J. Burnett Consulting	58,639
Janssen Ortho Inc.	827,968
Jayaprakash Medical Prof. Corp.	447,505
Jeffrey Betcher Medical Professional Corporation	116,255
John Tsang Medical Prof. Corp.	55,885
Johnson and Johnson	5,430,356
Johnson, Dr. Carmen	150,727
Jordan Velestuk Medical Prof. Corp.	259,100
Joy Dobson Medical Professional Corp.	71,372
Kamencic, Dr. Huse	88,391
Kamrul, Dr. Rejina	50,297
Karl Storz Endo	371,349
Kasipillai, Dr. G. A. L.	117,711
KCI Medical Canada	326,104
Keir Surgical Ltd.	66,243
KMP Law	53,659
Kone Inc.	365,790
KVA Dynamo Inc.	136,023
Labtician Ophthalmics Inc.	59,928
Labuschagne Medical Prof. Corp.	637,228
Lac-Mac Limited	331,177
Lantheus MI Canada, Inc.	142,017
Laursen, Dr. B.	131,834
Lavoie, Dr. Andrea	60,688
Linvatec Canada	1,510,712
Login Brothers Canada	78,070
Loraas Disposal Service Ltd.	150,242
Lorrie, Dr. Karine	51,288
Lotz, Dr. Heloise	297,085
Lynden International Logistics	187,331
M. F. Heroux Medical P.C. Inc.	282,375
MacPherson Leslie & Tyerman	200,700
Magic White Janitors Warehouse	57,970
Magna Electric Corporation	55,437
Mang, Dr. Annabelle	110,174
Maquet-Dynamed Inc.	519,571
Marquardt Mechanical Ltd.	3,327,225
Marsh Canada Ltd.	428,037
Maslany, Dr. Jurgen	114,792
McAllister Dr. O.	81,095
McBain, Dr. Joelle	108,250
McKesson Canada	3,244,916
McKesson Information Solutions	244,304
McNair Business Development	69,323
McQuay Service	78,712
MDS Nordion	77,412
Medichair Regina	99,575
Medi-Fax Canada Inc.	266,171
Med-I-Pant	118,331
Meditek	554,926
Medtronic	8,062,504
Mehmood Anesthesiology Associates P.C. Inc.	115,561
Melcor Developments Ltd.	266,420
Mentor Medical Systems	190,375
Merasty, J. Tracy	61,705
Mercan Recruit Ltd.	272,973
Merck Frosst Canada Ltd.	182,934
Microage Computer Centres	476,494
Minister of Finance	4,170,767
Mollison, Heather	75,867
Moore Canada	121,243
Nalco Canada Inc.#C3124	122,095
Natowcappo Marcia E	61,064
Nestle Canada Inc.	52,244
Newton, Dr. M.P.	127,246
Novartis Ophthalmics	78,750
Novartis Pharmaceuticals Canada Ltd.	344,649
Nuance	865,454
O'Grady Dr. M.	115,755
Olympus Canada Inc.	1,345,927
Omni Facility Services Canada Corp	205,782
Onasanya, Dr. O.	60,324
One-Stop Vacuum Centre	102,436
Oracle Corporation Canada Inc.	346,637
Orange Properties Sask Ltd.	647,780
Organon Canada Ltd.	104,626
Ortho Clinical Diagnostics Inc.	241,908
Orto Ped	283,190
Oryx Pharmaceuticals Inc.	53,669

Governance and Transparency:
Establishing a trustworthy and accountable organization

Supplier	Payment
Ossur Canada Inc.	254,778
OTG Technologies	134,464
Otto Bock Healthcare Canada Ltd.	105,341
Oxoid Inc.	80,373
P3 Architecture	331,725
Paradigm Consulting Group Inc.	416,529
Patel, Dr. Rajni	123,095
Pattison MGM Architectural Services Ltd.	79,640
PC Place Ltd.	192,108
PCL Construction Management Inc.	6,944,993
Pebane, Dr. Bright	171,773
Pebane, Dr. Don	352,384
Pentax	59,738
Percy H. Davis	54,221
Peters, Catherine	58,251
Petro Canada	245,269
Pharmacy Computer Services Inc.	75,631
Philips Medical Systems Canada	4,494,139
Phonak Canada Ltd.	196,217
Phonic Ear Ltd./Oticon	53,322
Pierre Pepler Medical Prof. Corp.	471,051
Pieter Muller Medical Prof. Corp.	429,818
Pipestone Kin-Ability Centre Inc.	120,171
PML Microbiologicals	128,723
Prairie Distributors (Central) Inc.	135,709
Praxair Canada Inc.	196,655
Primed Canada Inc.	107,908
Provincial Electric Ltd.	475,011
Provincial Medical Supply	360,964
Public Employees Superannuation	533,654
Public Service Superannuation	52,086
Quennell, Michael	93,559
Radiology Associates of Regina Medical P.C. Inc.	13,136,124
Radiometer Canada	118,223
Rainville, Lisa	63,649
Receiver General For Canada	113,947,038
Reddi, Dr. K.	348,416
Regina Medical Communications	52,070
Registered Psychiatric Nurses Assoc. Sask.	87,780
Reid, Dr. W.D.	119,413
Reliable Heating & Cooling Ltd.	75,343
Resolveit Solutions	50,927
Respironics	203,691
Revenue Canada	61,773
Rhonda Zwack Medical Prof. Corp.	61,434
Ritenburg & Associates	126,371
RK Holding Corp	98,772
Robin Hughes Medical Professional Corporation	245,368
Roche Diagnostics	376,240
Rocky Mountain Phoenix	425,612
Rossouw, Dr. Jacobus	272,248
Royal Bank of Canada	175,360
Rudovich Medical Professional Corp.	433,311
Russell Food Equipment Ltd.	69,526
Ruthnum, Dr. L. P.	171,682

Supplier	Payment
Ryan Consulting Services Inc.	156,582
Salus Global Corporation	63,610
Sammons Preston Canada Inc.	64,003
Sanofi Pasteur Limited	102,342
Saputo Foods Ltd.	89,550
Sask Energy	2,882,217
Sask Power Corporation	5,022,205
Saskatchewan Association of Health Organizations	872,215
Saskatchewan Cancer Agency	95,319
Saskatchewan Drug Information Service	81,349
Saskatoon Health Region	268,493
Sasktel CMR	2,724,841
SCC Soft Computer	286,023
Schaan Healthcare Products	5,641,559
Schering Plough Canada Inc.	56,532
Schoeman, Dr. S.	68,664
Securis	126,368
Seibel, Dr. Debbie	80,994
Sexauer Ltd.	66,417
Shah, Dr. Inayat Ali	200,988
Sharman, Dr. M.G.	90,300
Shepherd, Dr. D.	56,901
Shoppers Home Health Care	908,383
SIAST Wascana Institute	121,567
Siemens Canada Limited	272,770
Siemens Hearing Instruments	447,023
Sigmacon Surgical Products	64,739
Site Management Services Inc.	89,580
Skillsoft	86,720
Slabbert, Dr. J.	96,048
Smith and Nephew Surgical	595,965
Smith, Dr. Sheila	257,808
Smiths Medical Canada Ltd.	625,568
Softchoice Corporation	313,357
Solo Consulting	147,400
Somagen Diagnostics	292,510
Sonora Medical Systems Inc.	55,735
Sonosite Canada Inc.	122,588
Sorin Group Canada Inc.	744,038
Souf, Dr. Shawki	71,941
Source Medical	5,361,610
Source Office Furnishings	170,460
Southmedic Incorporated	72,942
SRNA	1,056,478
St. Jude Medical Canada, Inc.	512,908
Stalwart Machinery & Supplies Ltd.	52,449
Stantec Architecture Ltd.	1,676,256
Starkey Labs - Canada Co.	245,185
Steris Canada Ltd.	230,269
Stryker Canada LP	2,866,139
Summit Technologies Inc.	116,592
Sunil V. Khaladkar Medical Prof. Corp.	90,425
Superior Medical Ltd.	58,218
Supreme Office Products Ltd.	172,363
Surgical Products Specialties	68,218

Governance and Transparency:
Establishing a trustworthy and accountable organization

Supplier	Payment
Surgipath Canada Inc.	66,638
Swart, Dr. P. J.	59,997
Synergetics	52,991
Synthes (Canada) Ltd.	966,213
Sysco	4,786,349
Tab Products Canada	118,833
Taylor, Dr. Ron	214,443
Teleflex Medical LP	447,585
The Lifemed Group Inc.	172,184
The Stevens Company	1,124,311
Theo Le Roux Medical Prof. Corp.	93,445
Thomson Healthcare Inc.	109,869
Tiann F. A. O'Carroll Medical Prof. Corp.	300,996
TKG Technologies	56,223
Toshiba Business Solutions	118,198
Trade West Equipment Ltd.	119,563
Travelodge Hotel	51,789
Tricific Enterprises	87,557
Trudell Medical Marketing Limited	211,069
Tyco Healthcare Group Canada Inc.	3,225,587
Umuthi Medical PC Inc.	510,754
Unisource	350,023
United Parcel Service	59,756
University of Regina	115,396
University of Saskatchewan	326,481
Van Alstine Project Management Inc.	1,853,707
Van De's Accessible Transit Inc.	112,704
Van Rooyen, Dr. Hugo	307,057
Ventana Medical Systems	124,574
Verathon Inc.	65,079
Vitaid	72,187
Vital Aire	598,217
Vitality Foodservice Canada Co.	61,088
Vorster, Dr. B.	324,802
VWR International	216,616
W. L. Gore & Associates Canada Inc.	99,993
Walters Industrial Mechanical	60,425
Warner Industries Ltd.	190,845
Wayne's Moving	57,898
WBS Wholesale Bakery Specialties Ltd.	165,706
We Care Home Health Services	102,404
Westburne Electric Supply (Midwest)	52,655
Westcor Builders (Sask) Inc.	716,091
White Birch Medical Prof. Corp.	82,322
Widex Canada Ltd.	88,044
Winnipeg Street Business Centre Ltd.	57,223
Wyeth Pharmaceuticals	137,477
Xerox Canada Inc.	95,415
Yueng Chan A. Med. Prof. Corp.	137,188
Zacharias, Dr. S.	108,873
Zimmer	185,681

Transfers

Listed, by program, are transfers to recipients who received $50,000 or more

Recipient	Transfer
615672 Saskatchewan Ltd.	$ 455,052
A.S.A.P. Therapy Services Ltd.	141,667
Aboriginal Family Service Centre	573,478
All Nations Healing Hospital Inc.	3,334,270
Autism Resource Centre Inc.	643,512
Backlin's Ambulance Service Ltd.	572,798
CBI Physical Rehabilitation Centre	151,367
Circle Project Assoc Inc.	467,833
Cupar & District Nursing Home Inc.	2,343,395
Cupar Lions Volunteer Ambulance	247,337
Regina Recovery Homes Inc.	1,705,564
Downtown Physiotherapy Centre	144,500
Extendicare Elmview	3,700,472
Extendicare Parkside	10,594,084
Extendicare Sunset	6,439,244
Imperial & District Volunteer Ambulance	90,961
JT Ambulance Service Ltd.	394,562
Lumsden and District Heritage Home Inc.	1,946,343
Mental Health Association / Regina Branch Inc.	426,841
Mobile Crisis Services, Inc.	99,596
Phoenix Residential Society Inc	1,095,683
Pioneer Village Special Care Corporation	23,663,607
Planned Parenthood Regina	119,750
Prairie Ambulance Care (1998) Ltd.	309,786
Rainbow Youth Centre Inc.	593,731
Raymore Community Health and Social Centre	55,000
Red Cross	144,000
Regina Community Clinic	231,600
Regina Early Learning Center Inc.	558,561
Regina Open Door Society	207,649
Regina Sports and Physiotherapy Clinic	138,833
Salvation Army Waterston Centre	260,879
Santa Maria Senior Citizen's Home Inc.	7,457,414
Soo Line Ambulance	193,194
Stepping Stones Childcare Co-operative	165,942
The Qu'Appelle Diocesan Housing Company	1,059,176
The Regina Lutheran Housing Corporation	4,360,909
The Salvation Army William Booth Special Care Home	6,236,218
Valley Ambulance Care Ltd.	453,458

Management Report

May 13, 2009

REGINA QU'APPELLE HEALTH REGION REPORT OF MANAGEMENT

The accompanying financial statements are the responsibility of management and are approved by the Regina Qu'Appelle Regional Health Authority. The financial statements have been prepared in accordance with Canadian generally accepted accounting principles and the Financial Reporting Guide issued by Saskatchewan Health, and of necessity include amounts based on estimates and judgments. The financial information presented in the annual report is consistent with the financial statements.

Management maintains appropriate systems of internal control, including policies and procedures, which provide reasonable assurance that the Region's assets are safeguarded and the financial records are relevant and reliable.

The Authority delegates the responsibility of reviewing the financial statements and overseeing Management's performance in financial reporting to the Resource Accountability Committee. The Resource Accountability Committee meets with the Authority, Management and the external auditors to discuss and review financial matters and recommends the financial statements to the Authority for approval. The Authority approves the annual report and, with the recommendation of the Resource Accountability Committee, approves the financial statements.

The appointed auditor conducts an independent audit of the financial statements and has full and open access to the Resource Accountability Committee. The auditor's report expresses an opinion on the fairness of the financial statements prepared by Management.

Dwight Nelson
Chief Executive Officer

R. Stephanson

Randy Stephanson
Chief Financial Officer

Provincial Auditor Saskatchewan

1500 Chateau Tower
1920 Broad Street
Regina, Saskatchewan
S4P 3V2

Phone: (306) 787-6398
Fax: (306) 787-6383
Web site: www.auditor.sk.ca
Internet E-mail: info@auditor.sk.ca

SASKATCHEWAN

AUDITOR'S REPORT

To the Members of the Legislative Assembly of Saskatchewan

I have audited the statement of financial position of the Regina Qu'Appelle Regional Health Authority as at March 31, 2009 and the statements of operations and changes in fund balances, and cash flow for the year then ended. These financial statements are the responsibility of the Authority's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of the Authority as at March 31, 2009 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Regina, Saskatchewan
May 13, 2009

Fred Wendel, CMA, CA
Provincial Auditor

Statement 1

STATEMENT OF FINANCIAL POSITION

As at March 31, 2009

	Operating Fund	Restricted Funds: Capital Fund	Restricted Funds: Community Trust Fund	Total 2009	Total 2008 (Note 16)
ASSETS					
CURRENT ASSETS					
Cash & short-term investments (Schedule 2)	$ 22,905,250	$ 40,122,336	$ 678,494	$ 63,706,080	$ 37,645,622
Accounts receivable					
Saskatchewan Health - General Revenue Fund	3,448,674	4,978,480	-	8,427,154	2,805,183
Other	15,247,216	1,958,557	34,481	17,240,254	13,570,147
Due to/from other funds	2,128	13,183	(15,311)	-	-
Inventory (Note 2(f))	4,006,533	-	-	4,006,533	4,125,504
Prepaid expenses	5,078,222	100,000	-	5,178,222	5,210,047
	50,688,023	47,172,556	697,664	98,558,243	63,356,503
Investments (Notes 2(i) & 14(c) & Schedule 2)	-	-	1,559,295	1,559,295	1,597,969
Due from local governments (Note 5)	-	65,164	-	65,164	92,494
Capital assets (Notes 2(d) and 3)	-	330,342,222	-	330,342,222	307,842,420
TOTAL ASSETS	$ 50,688,023	$ 377,579,942	$ 2,256,959	$ 430,524,924	$ 372,889,386
LIABILITIES AND FUND BALANCE					
CURRENT LIABILITIES					
Accounts payable	$ 35,421,527	$ 3,329,008	$ -	$ 38,750,535	$ 38,597,593
Accrued salaries	15,864,795	-	-	15,864,795	14,393,574
Vacation payable	38,271,015	-	-	38,271,015	34,668,950
Long-term debt & mortgages - current (Note 5)	-	556,918	-	556,918	548,857
Deferred revenue (Note 6)	15,579,167	-	-	15,579,167	13,325,217
	105,136,504	3,885,926	-	109,022,430	101,534,191
Long-term debt & mortgages (Note 5)	-	4,657,654	-	4,657,654	5,237,660
TOTAL LIABILITIES	105,136,504	8,543,580	-	113,680,084	106,771,851
FUND BALANCES					
Invested in capital assets	-	325,127,650	-	325,127,650	302,055,903
Externally restricted (Note 2(b) & Schedule 3)	-	47,253,590	2,256,959	49,510,549	21,173,189
Internally restricted (Note 15 & Schedule 4)	3,648,157	612,776	-	4,260,933	6,447,673
Unrestricted	(58,096,638)	(3,957,654)	-	(62,054,292)	(63,559,230)
TOTAL FUND BALANCES	(54,448,481)	369,036,362	2,256,959	316,844,840	266,117,535
TOTAL LIABILITIES & FUND BALANCES	$ 50,688,023	$ 377,579,942	$ 2,256,959	$ 430,524,924	$ 372,889,386

Commitments (Note 4)
Mortgages (Note 5)
Pension Plan (Note 11)
Asset Retirement Obligations (Note 4)

Approved by the Board of Directors:

The accompanying notes and schedules are part of these financial statements.

Statement 2

STATEMENT OF OPERATIONS AND CHANGES IN FUND BALANCES

For the year ended March 31, 2009

	Operating Fund			Restricted Funds			
	Budget 2009 (Note 12)	2009	2008 (Note 16)	Capital 2009	Community Trust 2009	Total 2009	Total 2008 (Note 16)
REVENUES							
Saskatchewan Health - general	$641,275,276	$674,362,318	$618,708,607	$ 61,461,574	$ -	$ 61,461,574	$ 31,335,418
Other Provincial	4,838,935	5,060,955	4,328,589	164,771	-	164,771	189,965
Federal Government	6,837,909	9,106,445	5,916,568	-	-	-	-
Funding from Other Provinces	-	-	-	-	-	-	-
Special Funded Programs	4,230,219	4,673,304	4,363,766	-	-	-	-
Patient Fees	16,601,412	17,480,279	16,553,467	-	-	-	-
Out of Province (Reciprocal)	5,922,401	7,573,900	6,054,067	-	-	-	-
Out of Country	529,186	976,926	1,024,675	-	-	-	-
Donations	-	1,599,939	290,390	6,896,106	86,879	6,982,985	6,043,389
Investment	142,093	655,124	265,748	-	92,386	92,386	96,940
Ancillary	4,168,106	4,756,040	4,196,805	-	-	-	-
Recoveries	6,502,888	8,111,365	7,147,831	-	-	-	-
Unrealized Gain - Financial Instruments	-	-	-	-	34,572	34,572	-
Other	6,617,802	8,032,818	8,556,885	1,800,675	17,986	1,818,661	5,356,928
	697,666,227	742,389,413	677,407,398	70,323,126	231,823	70,554,949	43,022,660
EXPENSES							
Province Wide Acute Care Services	53,791,360	54,830,565	50,664,207	4,414,045	-	4,414,045	4,660,056
Acute Care Services	327,332,506	356,541,550	318,111,896	13,726,394	-	13,726,394	11,843,908
Physician Compensation - Acute	53,139,268	50,926,218	46,612,174	-	-	-	-
Supportive Care Services	115,256,913	124,811,102	119,878,641	2,748,419	55,343	2,803,762	1,403,716
Home Based Service - Supportive Care	16,329,910	16,572,269	16,382,021	24,077	-	24,077	24,093
Population Health Services	17,419,613	18,379,084	16,588,063	47,269	-	47,269	47,269
Community Care Services	24,538,713	23,006,571	21,046,415	125,960	-	125,960	126,393
Home Based Services - Acute & Palliative	9,920,452	10,404,704	9,498,336	11,859	-	11,859	11,867
Primary Health Care Services	10,453,471	11,143,015	8,716,280	638,357	-	638,357	773,151
Emergency Response Services	11,300,696	12,084,454	11,080,779	495,525	-	495,525	422,431
Mental Health Services - Inpatient/Residential	9,153,580	9,974,156	9,018,034	196,111	-	196,111	124,189
Addictions Services - Residential	-	-	-	-	-	-	-
Physician Compensation - Community	6,004,344	5,666,470	4,999,499	-	-	-	-
Program Support Services	35,100,142	36,529,757	33,217,731	2,869,264	-	2,869,264	2,465,758
Special Funded Programs	4,201,363	4,595,965	4,711,812	-	-	-	-
Unrealized Loss - Financial Instruments	-	-	-	-	-	-	-
Ancillary	1,265,142	1,203,948	1,206,592	114,771	-	114,771	114,771
Total Expenses (Schedule 1)	695,207,473	736,669,828	671,732,480	25,412,051	55,343	25,467,394	22,017,602
Excess of revenue over expenses before the following items	$ 2,458,754	5,719,585	5,674,918	44,911,075	176,480	45,087,555	21,005,058
Transfer of Balcarres Trust Fund to Balcarres Integrated Care Centre Trust Committee		-	-	-	(79,835)	(79,835)	-
Excess of revenue over expenses		5,719,585	5,674,918	44,911,075	96,645	45,007,720	21,005,058
Fund balances, beginning of year		(54,808,552)	(57,093,105)	318,379,792	2,546,295	320,926,087	296,530,664
Interfund transfers (Note 15)		(5,359,514)	(3,390,365)	5,745,495	(385,981)	5,359,514	3,390,365
Fund balances, end of year		$ (54,448,481)	$ (54,808,552)	$369,036,362	$ 2,256,959	$371,293,321	$320,926,087

The accompanying notes and schedules are part of these financial statements.

Statement 3

STATEMENT OF CASH FLOW

For the year ended March 31, 2009

	Operating Fund		Restricted Fund			
	2009	2008 (Note 16)	Capital	Community Trust	Total 2009	Total 2008 (Note 16)
Cash provided by (used in):	**Operating Activities**		**Financing and Investing Activities**			
Excess (Deficiency) of revenues over expenses	$ 5,719,585	$ 5,674,918	$ 44,911,075	$ 96,645	$ 45,007,720	$ 21,005,058
Net change in non-cash working capital (Note 7)	208,764	18,713,391	(2,001,722)	131,854	(1,869,868)	(2,339,355)
Amortization of capital assets	-	-	23,251,470	-	23,251,470	21,317,505
Investment income on long term investments	-	-	-	-	-	-
(Gain) loss on disposal of capital assets	-	-	(159,537)	-	(159,537)	102,179
	5,928,349	24,388,309	66,001,286	228,499	66,229,785	40,085,387
Purchase of capital assets						
Buildings/construction	-	-	(24,912,902)	-	(24,912,902)	(16,262,765)
Equipment	-	-	(21,163,157)	-	(21,163,157)	(21,308,342)
Proceeds on disposal of capital assets						
Buildings/construction	-	-	261,166	-	261,166	-
Equipment	-	-	223,158	-	223,158	82,836
Disposal (Purchase) of long-term investments	-	-	27,330	38,674	66,004	273,508
	-	-	(45,564,405)	38,674	(45,525,731)	(37,214,763)
Repayment of debt	-	-	(571,945)	-	(571,945)	(657,692)
Net increase (decrease) in cash & short-term investments during the year	5,928,349	24,388,309	19,864,936	267,173	20,132,109	2,212,932
Cash & short-term investments, beginning of year	22,336,415	1,338,471	14,511,905	797,302	15,309,207	9,705,910
Interfund transfers (Note 15)	(5,359,514)	(3,390,365)	5,745,495	(385,981)	5,359,514	3,390,365
Cash & short-term investments, end of year (Schedule 2)	$ 22,905,250	$ 22,336,415	$ 40,122,336	$ 678,494	$ 40,800,830	$ 15,309,207

The accompanying notes and schedules are part of these financial statements.

Schedule 1

SCHEDULE OF EXPENSES BY OBJECT

For the year ended March 31, 2009

	Budget 2009	Actual 2009	Actual 2008 (Note 16)
Operating:			
Board costs	$ 192,586	$ 112,568	$ 159,669
Compensation - Benefits	64,046,205	69,268,880	63,477,769
Compensation - Salaries	350,393,238	383,691,591	348,039,684
Diagnostic imaging supplies	1,888,812	1,672,352	1,551,340
Drugs	12,930,696	12,309,878	12,155,348
Food	5,404,919	5,974,315	5,342,530
Grants to ambulance services	2,366,711	2,478,801	2,329,304
Grants to third parties	70,651,317	73,073,136	70,150,050
Housekeeping and laundry supplies	2,536,433	2,518,973	2,228,022
Information technology contracts	3,534,584	3,259,584	3,256,593
Insurance	1,445,767	1,479,258	1,410,465
Interest	532,396	242,801	295,933
Laboratory supplies	5,144,770	4,914,713	5,568,471
Medical and surgical supplies	36,148,711	36,623,681	31,795,804
Medical remuneration and benefits	58,546,353	56,488,538	51,033,599
Office supplies and other office costs	4,031,037	3,972,467	3,978,466
Other	14,072,579	13,057,723	12,356,878
Other referred out services	430,043	1,115,501	523,403
Professional fees	12,010,736	14,252,515	11,815,943
Prosthetics	16,845,185	17,586,195	14,867,559
Purchased services	356,755	873,040	838,257
Rent/lease costs	4,374,337	5,727,547	3,962,072
Repairs and maintenance	9,690,117	8,864,302	8,265,463
Service contracts	1,293,613	1,345,503	1,203,309
Travel	4,073,184	4,675,376	4,072,137
Utilities	12,266,390	11,090,590	11,054,412
	$ 695,207,473	$ 736,669,828	$ 671,732,480
Restricted			
Amortization		$ 23,251,470	$ 21,317,505
(Gain) loss on disposal of fixed assets		(159,537)	102,179
Mortgage interest expense		177,500	195,993
Other		2,197,961	401,925
		$ 25,467,394	$ 22,017,602

Schedule 2

SCHEDULE OF INVESTMENTS

As at March 31, 2009

	Amount	Maturity	Effective Rate
Restricted Investments			
Cash and Short-Term			
Savings Accounts			
Cash	$ 7,300		
Bank of Montreal Regina	40,122,336		
Manulife Bank	305		
Renaissance Money Market	32,329		
	40,162,270		
Investments			
Canada Housing Trust	$ 15,280	15-Sep-09	4.65%
Government of Canada	94,450	1-Sep-09	4.25%
Municipal Finance of BC	36,009	6-Apr-09	3.85%
National Bank of Canada	59,911	23-Sep-09	3.40%
Province of Ontario	432,910	19-May-09	4.00%
	638,560		
Long-Term			
Canada Housing Trust	$ 126,558	15-Mar-11	4.05%
Canadian Imperial Bank of Commerce	242,118	2-Sep-10	4.95%
Canadian Imperial Bank of Commerce	10,825	23-Dec-11	4.15%
HSBC Bank Canada	68,344	18-Aug-11	4.20%
ICICI Bank	18,728	18-Aug-10	4.22%
ICICI Bank	7,879	18-Aug-11	4.32%
ICICI Bank	204,788	23-Sep-11	4.32%
ICICI Bank	126,956	20-Aug-12	4.42%
ICICI Bank	20,126	13-Dec-10	4.87%
Montreal Trust Company	32,137	23-Sep-10	3.95%
National Trust Company	60,000	23-Sep-11	4.20%
Province of Ontario	302,270	19-May-10	4.00%
Saskatchewan Savings Bonds	338,566	15-Jul-12	4.20%
	1,559,295		
Total Restricted Investments	**$ 42,360,125**		
Unrestricted Investments			
Cash and Short-Term			
Cash on Hand	$ 62,946		
Petty Cash	53,328		
Bank of Montreal	22,653,636		
Broadview Credit Union	1,666		
Canadian Imperial Bank of Commerce	20,573		
Cornerstone Credit Union	1,908		
Raymore Credit Union	397		
RBC Dominion Securities	20		
Royal Bank	38,337		
Toronto-Dominion Bank	72,439		
Total Unrestricted Investments	**$ 22,905,250**		
Cash & short-term investments	$ 63,706,080		
Long term investments	1,559,295		
Total Investments	**$ 65,265,375**		

Schedule 3

SCHEDULE OF EXTERNALLY RESTRICTED FUNDS

For the year ended March 31, 2009

	Balance Beginning of Year	Investment & Other Revenue	Donations, Grants, & Transfers	Expenses	Transfer to investment in capital asset	Transfer to External Foundation	Balance End of Year
Community Trust Fund							
Balcarres Integrated Care Centre	$ 78,272	$ 1,563	$ -	$ -	$ -	$ 79,835	$ -
Broadview Centennial Lodge	246,469	12,857	13,472	6,700	-	-	266,098
Broadview Union Hospital	145,129	6,215	26,881	-	-	-	178,225
Eastern Saskatchewan Pioneer Lodge	9,446	-	3,436	-	-	-	12,882
Golden Prairie Home	453,269	26,786	300	36,597	5,181	-	438,577
Grenfell Area	554,219	27,940	705	1,665	175,789	-	405,410
Home Care	6,699	-	-	2,153	-	-	4,546
Indian Head Hospital	14,149	19,721	270	-	17,986	-	16,154
Lakeside Home	5,065	-	5,474	-	2,763	-	7,776
Montmartre Health Centre	84,807	2,923	735	264	12,201	-	76,000
Moosomin Union Hospital	118,012	7,634	9,520	4,340	-	-	130,826
St. Joseph's Integrated Care Centre	174,129	10,610	-	-	31,060	-	153,679
Whitewood Health Centre	153,485	6,727	18,273	2,640	40,615	-	135,230
Wolseley Memorial Hospital	503,145	21,968	7,813	984	100,386	-	431,556
	$ 2,546,296	$ 144,944	$ 86,879	$ 55,343	$ 385,981	$ 79,835	$ 2,256,969
Capital Fund							
Balcarres Integrated Care Centre	$ 60,424	$ -	$ 12,122	$ 12,434	$ 42,783	$ -	$ 17,329
Echo Lodge	27,682	-	14,606	5,670	8,081	-	28,537
Home Care	4,427	-	-	-	-	-	4,427
Hospitals of Regina Foundation	219,466	-	-	-	43,185	-	176,281
Silver Heights Special Care Home	17,178	-	3,001	900	3,117	-	16,162
St. Joseph's Care Centre	7,504	-	4,634	248	-	-	11,890
Wascana Rehab Centre	124,763	-	30,000	-	933	-	153,830
Saskatchewan Health Block Funding	897,439	-	-	-	776,047	-	121,392
Saskatchewan Health Building Systems	2,767,630	-	-	-	1,118,993	-	1,648,637
Saskatchewan Health Capital Construction	-	2,864,895	12,841,131	-	15,706,026	-	-
Saskatchewan Health Capital Equipment	10,962,570	4,998,327	14,601,532	1,632,186	17,085,105	-	11,845,138
Saskatchewan Health Dedicated IT Funding	-	-	1,450,000	-	-	-	1,450,000
Saskatchewan Health Patient Streaming Renovations	-	-	3,200,000	-	-	-	3,200,000
Saskatchewan Health Project Hope	3,537,811	700,000	1,525,000	-	1,837,596	-	3,925,215
Saskatchewan Health VFA	-	-	28,000,000	434,793	2,910,455	-	24,654,752
	$ 18,626,894	$ 8,563,222	$ 61,682,026	$ 2,086,231	$ 39,532,321	$ -	$ 47,253,590
Total Externally Restricted Funds	$ 21,173,189	$ 8,708,166	$ 61,768,905	$ 2,141,574	$ 39,918,302	$ 79,835	$ 49,510,549

Schedule 4

SCHEDULE OF INTERNALLY RESTRICTED FUND BALANCES

For the year ended March 31, 2009

	Balance Beginning of Year	Investment Income Allocation	Allocation from Unrestricted Fund	Transfer to Unrestricted Fund (expenses)	Transfer to Investment in Capital	Balance End of Year
Capital						
SHC Replacement Reserves						
Balcarres Integrated Care Centre	$ 108,000	$ -	$ -	$ -	$ -	$ 108,000
Broadview & District Centennial Lodge	39,491	-	(39,491)	-	-	-
Eastern Saskatchewan Pioneer Lodge	72,433	-	15,400	-	-	87,833
Echo Lodge	171,544	-	32,830	6,789	-	197,585
Golden Prairie Home	115,790	-	-	-	-	115,790
Silver Heights	77,500	-	-	-	-	77,500
Whitewood Community Health Centre	18,368	-	7,700	-	-	26,068
	$ 603,126	$ -	$ 16,439	$ 6,789	$ -	$ 612,776
Operating						
Information Technology Systems	$ 2,033,658	$ -	$ 1,820,000	$ -	$ 2,551,035	$ 1,302,623
Renovations & Construction	3,472,541	-	200,000	-	1,364,523	2,308,018
Capital Equipment	338,348	-	22,516	-	323,348	37,516
	$ 5,844,547	$ -	$ 2,042,516	$ -	$ 4,238,906	$ 3,648,157
Total Internally Restricted Funds	$ 6,447,673	$ -	$ 2,058,955	$ 6,789	$ 4,238,906	$ 4,260,933

Schedule 5(a)

CONSOLIDATED SCHEDULE OF BOARD REMUNERATION

For the year ended March 31, 2009

Board Members	Retainer	Per Diem	Travel Time Expenses	Travel & Sustenance Expenses	Other Expenses	CPP	2009 Total	2008 Total
Chairperson								
Boutilier, L.	$ 9,960	$ 13,538	$ 1,837	$ 1,477	$ 6,229	$ 1,066	$ 34,107	$ 25,062
Board Members								
Barber, B.	-	1,125	125	256	472	19	1,997	-
Bergman, A.	-	3,750	950	1,247	659	-	6,606	11,021
Bryant, C.	-	1,375	75	272	325	14	2,061	-
Connolley, P.	-	5,875	3,038	3,936	639	302	13,790	18,053
Elford, L.	-	5,500	475	773	880	108	7,736	18,009
Everett, M.	-	4,300	2,513	3,742	2,939	-	13,494	20,062
Fisher, T.	-	2,638	250	277	333	38	3,536	6,337
Knuttila, M.	-	600	-	180	-	36	816	15,269
Leier, B.	-	3,225	125	192	-	135	3,677	4,442
Poitras, B.	-	-	-	-	-	-	-	6,118
Quinlan, S.	-	1,175	125	284	332	7	1,923	-
Semenchuck, G.	-	1,975	-	-	-	-	1,975	5,604
Taylor, A.	-	3,325	100	134	348	-	3,907	8,758
Ward, C.	-	4,200	1,475	1,835	156	-	7,666	12,778
Woidyla, P.	-	1,325	313	565	442	23	2,668	-
	$ 9,960	$ 53,926	$ 11,401	$ 15,170	$ 13,754	$ 1,748	$ 105,959	$ 154,013

Schedule 5(b)

CONSOLIDATED SCHEDULE OF SENIOR MANAGEMENT SALARIES, BENEFITS, ALLOWANCES AND SEVERANCE

For the year ended March 31, 2009

	2009					2008		
	Salaries[1]	Benefits & Allowances[2]	Sub-total	Severance Amount	Total	Salaries, Benefits & Allowances[1,2]	Severance	Total
Dwight Nelson, President & CEO	$ 296,799	$ 8,460	$ 305,259	$ -	$ 305,259	$ 293,109	$ -	$ 293,109
David Ahmed, Vice President, Medical Services	1,621	-	1,621	-	1,621	116,558	-	116,558
Keith Dewar, Senior Vice President, Health Services	-	-	-	-	-	170,489	-	170,489
Tania Diener, Regional Medical Health Officer	261,949	6,116	268,065	-	268,065	252,569	-	252,569
Joy Dobson, Senior Medical Officer	180,192	4,266	184,458	-	184,458	-	-	-
Donna Evans, Vice President, Operations Support	-	-	-	-	-	58,637	-	58,637
Mike Higgins, Vice President, Human Resources	98,651	2,844	101,495	-	101,495	-	-	-
Valerie Hunko, Acting Vice President, Restorative & Continuing Care	130,794	66	130,860	-	130,860	-	-	-
Carol Klassen, Vice President, Knowledge Mgmt & Strategic Development	167,546	6,066	173,612	-	173,612	161,316	-	161,316
Diane Larrivee, Vice President, Specialty Care	152,314	6,066	158,380	-	158,380	154,248	-	154,248
Brian Laursen, Senior Vice President, Medical Services	8,710	-	8,710	-	8,710	162,075	-	162,075
Jane Lindstrom, Vice President, Human Resources	-	-	-	-	-	77,493	-	77,493
Susan Neville, Vice President, Restorative & Continuing Care	152,314	6,066	158,380	-	158,380	154,123	-	154,123
Michael Redenbach, Vice President, Primary Health Care	143,345	6,066	149,411	-	149,411	137,050	-	137,050
Randy Stephanson, Vice President & Chief Financial Officer	164,162	4,266	168,428	-	168,428	87,388	-	87,388
Christina Vuksic, Senior Medical Officer	242,215	4,266	246,481	-	246,481	-	-	-
Linda West, Vice President, Human Resources	-	-	-	-	-	68,470	-	68,470
	$ 2,000,612	$ 54,548	$ 2,055,160	$ -	$ 2,055,160	$ 1,893,525	$ -	$ 1,893,525

[1]Salaries include regular base pay, overtime, honoraria, sick leave, vacation leave, and merit or performance pay, lumpsum payments, and any other direct cash remuneration.

[2]Benefits and allowances include the employer's share of amounts paid for the employees' benefits and allowances that are taxable to the employee. This includes: professional development, education for personal interest, non-accountable relocation benefits, personal use of an automobile, cell phone, computer, etc., as well as any other taxable benefits.

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2009

1. LEGISLATIVE AUTHORITY

The Regina Qu'Appelle Regional Health Authority (RHA) operates under *The Regional Health Services Act* (The Act) and is responsible for the planning, organization, delivery, and evaluation of health services it is to provide within the geographic area known as Regina Qu'Appelle Health Region under section 27 of The Act. The Regina Qu'Appelle Regional Health Authority is a non-profit organization and is not subject to income and property taxes from federal, provincial and municipal levels of government. The RHA is a registered charity under *The Income Tax Act* of Canada.

2. SIGNIFICANT ACCOUNTING POLICIES

These financial statements are prepared in accordance with Canadian generally accepted accounting principles and include the following significant accounting policies.

a) Health Care Organizations

i) The RHA has agreements with and grants funding to the following community based organizations (CBOs) and third parties to provide health services:

615672 Saskatchewan Ltd. (Touchwood EMS)
Autism Resource Centre Inc.
Backlin's Ambulance Service Ltd.
Cosmopolitan Activity Centre
Cupar Lions Volunteer Ambulance
Extendicare (Canada) Inc.
Imperial & District Ambulance
JT Ambulance Service Ltd.
Living Sky Ambulance
Lumsden & Craven Seniors' Program Inc.
Mental Health Association / Regina Branch Inc.
Milestone Assisted Living Advisory Board
Mobile Crisis Services, Inc.
North Central Community Association
Pipestone Qu'Appelle Association for Community Living
Phoenix Residential Society Inc.
Planned Parenthood Regina
Prairie Ambulance Care (1998) Ltd.
Rainbow Youth Centre Inc.
Raymore Community Health and Social Centre
Red Cross
Regina Recovery Homes Inc.
Regina Community Clinic
Salvation Army Waterston Centre
Shared Vision Inc.
Soo Line Ambulance
Tisher Family Daycare
University of Regina
Valley Ambulance Care Ltd.

Note 9 b) i) provides disclosure of payments to CBOs and third parties.

ii) The following affiliates are incorporated as follows (and are registered charities under *The Income Tax Act*):

All Nations' Healing Hospital Inc.
Cupar and District Nursing Home Inc.
Lumsden & District Heritage Home Inc.
Pioneer Village Special Care Corporation
The Qu'Appelle Diocesan Housing Company
The Regina Lutheran Housing Corporation
The Salvation Army William Booth Special Care Home
Santa Maria Senior Citizens Home Inc.

The RHA provides annual grant funding to these organizations for the delivery of health care services. Consequently, the RHA has disclosed certain financial information regarding these affiliates.

These affiliates are not consolidated into the RHA financial statements. Alternately, Note 9 b) ii) provides supplementary information on the financial position, results of operations, and cash flows of the affiliates.

iii) The Hospitals of Regina Foundation (the Foundation) is a non-controlled not-for-profit entity that raises funds for programs and equipment for facilities under the Regina Qu'Appelle Health Region. The Foundation is incorporated under the *Non-Profit Corporations Act* and is a registered charity under *The Income Tax Act*.

The activities of the Foundation are not consolidated into the RHA financial statements. Alternately, Note 9 b) iii) provides supplementary information on the financial position, results of operations, and cash flows of the Foundation.

b) Fund Accounting

The accounts of the RHA are maintained in accordance with the restricted fund method of accounting for revenues. For financial reporting purposes, accounts with similar characteristics have been combined into the following major funds:

i) Operating Fund

The operating fund reflects the primary operations of the RHA including revenues received for provision of health services from Saskatchewan Health - General Revenue Fund, and billings to patients, clients, the federal government and other agencies for patient and client services. Other revenue consists of donations, recoveries and ancillary revenue. Expenses are for the delivery of health services.

ii) Capital Fund

The capital fund is a restricted fund that reflects the equity of the RHA in capital assets after taking into consideration any associated long-term debt. The capital fund includes revenues from Saskatchewan Health - General Revenue Fund provided for construction of capital projects and/or the acquisition of capital assets. The capital fund also includes donations designated for capital purposes by the contributor. Expenses consist primarily of amortization of capital assets.

iii) Community Trust Fund

The community trust fund is a restricted fund that reflects community generated assets transferred to the RHA in accordance with the pre-amalgamation agreements signed with the amalgamating health corporations. The assets include cash and investments initially accumulated by the health corporations in the RHA from donations or municipal tax levies. These assets are accounted for separately and use of the assets is subject to restrictions set out in pre-amalgamation agreements between the RHA and the health corporations.

c) Revenue

Unrestricted revenues are recognized as revenue in the Operating Fund in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Restricted revenue related to general operations are recorded as deferred revenue and recognized as revenue of the Operating Fund in the year in which the related expenses are incurred. All other restricted contributions are recognized as revenue of the appropriate restricted fund in the year.

d) Capital Assets

Capital assets are recorded at cost. Normal maintenance and repairs are expensed as incurred. Capital assets, with a life exceeding one year, are amortized on a straight-line basis over their estimated useful lives as follows:

Buildings	2% to 6 2/3%
Leasehold improvements	2 1/2% to 33%
Equipment	5% to 30%

Donated capital assets are recorded at their fair value at the date of contribution.

e) Asset Retirement Obligations

Asset retirement obligations are legal obligations associated with the retirement of tangible long-lived assets. Asset retirement obligations are recorded when they are incurred if a reasonable estimate of fair value can be determined. Accretion (interest) expense is the increase in the obligation due to the passage of time. The associated retirement costs are capitalized as part of the carrying amount of the asset and amortized over the asset's remaining useful life.

f) Inventory

Inventory consists of general stores, pharmacy, and linen. All inventories are held at the lower of cost or net realizable value. Cost of general stores and linen inventory is determined on a weighted average basis. Pharmacy inventory cost is determined on the first in, first out basis.

g) Pension

Employees of the RHA participate in several multi-employer defined benefit pension plans or a defined contribution plan. The RHA follows defined contribution plan accounting for its participation in the plans. Accordingly the RHA expenses all contributions it is required to make in the year.

h) Measurement Uncertainty

These financial statements have been prepared by management in accordance with Canadian generally accepted accounting principles. In the preparation of financial statements, management makes various estimates and assumptions in determining the reported amounts of assets and liabilities, revenues and expenses and in the disclosure of commitments and contingencies. Changes in estimates and assumptions will occur based on the passage of time and the occurrence of certain future events. The changes will be reported in earnings in the period in which they become known.

i) Financial Instruments

The RHA has classified its financial instruments into one of the following categories: held-for-trading, loans and receivables, or other liabilities.

All financial instruments are measured at fair value upon initial recognition. The fair value of a financial instrument is the amount at which the financial instrument could be exchanged in an arm's-length transaction between knowledgeable and willing parties under no compulsion to act. Subsequent to initial recognition, held-for-trading instruments are recorded at fair value with changes in fair value recognized in income. Loans and receivables and other liabilities are subsequently recorded at amortized cost. The classifications of the RHA's significant financial instruments are as follows:

- Cash is classified as held-for-trading.
- Accounts receivable are classified as loans and receivables.
- Investments are classified as held for trading. Transaction costs related to held-for-trading financial assets are expensed as incurred.
- Short term bank indebtedness is classified as held-for-trading.
- Accounts payable, accrued salaries and vacation payable are classified as other liabilities.
- Long-term debt is classified as other liabilities. The related debt premium or discount and issue costs are included in the carrying value of the long-term debt and are amortized into interest expense using the effective interest rate method.

As at March 31, 2009 (2008 - none), the RHA does not have any outstanding contracts or financial instruments with embedded derivatives.

The RHA is exposed to financial risks as a result of financial instruments. The primary risks the RHA may be exposed to are:

- Price risks which include: Currency risk - affected by changes in foreign exchange rates; Interest rate risk - affected by changes in market interest rates; and Market risk - affected by changes in market prices, whether those changes are caused by factors specific to the individual instrument of the issuer or factors affecting all instruments traded in the market.
- Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss.
- Liquidity risk is the risk that an entity will encounter difficulty in raising funds to meet commitments associated with financial instruments. This may result from an inability to sell a financial asset quickly at close to its fair value.
- Cash flow risk is the risk that future cash flows associated with a monetary financial instrument will fluctuate in amount.

The RHA has policies and procedures in place to mitigate these risks.

j) Replacement Reserves

The RHA is required to maintain certain replacement reserves as a condition of receiving subsidy assistance from Saskatchewan Housing Corporation. Schedule 4 shows the changes in these reserve balances during the year.

3. CAPITAL ASSETS

	March 31, 2009			March 31, 2008
	Cost	Amortization	Net Book Value	Net Book Value
Land	$ 7,279,434	$ -	$ 7,279,434	$ 6,040,740
Land & Leasehold Improvements	5,887,784	4,326,063	1,561,721	1,554,443
Buildings	393,706,163	163,339,401	230,366,762	204,577,615
Equipment	263,965,663	190,065,500	73,900,163	65,640,988
Construction in progress	17,234,142	-	17,234,142	30,028,634
	$ 688,073,186	$ 357,730,964	$ 330,342,222	$ 307,842,420

4. COMMITMENTS

a) Capital Asset Acquisitions

At March 31, 2009, commitments for acquisitions of capital assets were $4,344,877 (2008 - $10,942,122).

b) Operating Leases

Minimum annual payments under operating leases on property and equipment over the next five years are as follows:

2009-10	$ 2,750,976
2010-11	1,913,721
2011-12	1,257,074
2012-13	701,543
2013-14	323,166

c) Asset Retirement Obligations

The RHA has no recorded liabilities for asset retirement obligations (2008 - $0).

d) Contracted Health Service Operators

The RHA contracts on an ongoing basis with private health service operators to provide health services in the RHA. The RHA has contracted for services in the year ending March 31, 2010 similar to those provided by these operators in the current fiscal year.

5. MORTGAGES AND LOANS PAYABLE

	Interest Rate	Repayment Terms	S.H.C. Subsidy	2009	2008
Balcarres Integrated Care Centre					
CMHC Due April 2015	8.000%	$ 17,221 principal & interest	$ -	$ 83,068	$ 93,310
Broadview & District Centennial Lodge					
CMHC Due April 2008	4.580%		2,292	-	11,905
Eastern Saskatchewan Pioneer Lodge					
CMHC Due October 2017	5.875%	$ 10,814 principal & interest	-	72,961	79,337
CMHC Due October 2024	8.000%	$ 10,131 principal & interest	-	90,819	93,679
Echo Lodge					
CMHC Due September 2012	5.520%	$ 59,166 principal & interest	21,089	561,915	589,652
CMHC Due January 2023	7.500%	$ 3,243 principal & interest	-	28,050	29,176
CMHC,Due January 2018	5.875%	$ 10,688 principal & interest	-	73,739	79,950
Fort Qu'Appelle Regional Office					
Pacific & Western - Due November 2009	6.489%	$ 47,731 principal & interest	-	46,633	116,207
Golden Prairie Home					
CMHC Due December 2013	5.140%	$,61,132 principal & interest	19,756	542,488	575,180
CMHC Due May 2024	7.625%	$ 18,687 principal & interest	-	168,923	174,693
Local Governments					
Pacific & Western - Due September 2008	6.560%		-	-	36,583
Medical Office Building					
Bank of Montreal - demand loan	2.125%	$ 373,287 principal & interest	-	2,135,242	2,421,548
Silver Heights Special Care Home					
CMHC Due March 2013	5.380%	$ 49,785 principal & interest	60,000	589,951	607,892
Whitewood Community Health Centre					
CMHC Due December 2013	5.140%	$ 99,851 principal & interest	31,635	820,783	877,405
				$ 5,214,572	$ 5,786,517
		Less: Current portion		556,918	548,857
				$ 4,657,654	$ 5,237,660

Saskatchewan Housing Corporation (SHC) may provide a mortgage subsidy for supportive care homes financed by Canada Mortgage and Housing Corporation (CMHC). The subsidy may change when the mortgage renewal occurs.

For each of the mortgages, the RHA has pledged the related buildings of the special care homes as security. Security for the loans was given in the form of promissory notes, general security agreements, assignments of fire insurance and board resolutions.

The RHA assumed responsibility for a loan agreement with Pacific and Western Bank of Canada, which was made on behalf of local governments that committed funds for the construction of the Balcarres Integrated Care Centre. The local governments provided signed agreements for the annual payment of their portion of the loan. The balance owing from local governments is $65,164 (2008 - $92,494).

The Medical Office Building demand loan was to finance the construction of the Medical Office Building. This project is considered to be self-financing over a 20-year period and the loan is secured through assignment of rent receipts. Interest is at bank prime less .375%. There is a remaining ten-year amortization on this loan.

Principal repayments required in each of the next five years are estimated as follows:

2009-10	$ 556,918
2010-11	527,461
2011-12	545,294
2012-13	564,039
2013-14	583,524
2014 & subsequent	2,437,336

6. DEFERRED REVENUE

	Balance Beginning of Year	Less Amount Recognized	Add Amount Received	Balance End of Year
Saskatchewan Health Initiatives				
Aboriginal Awareness	$ 20,533	$ 89,308	$ 74,700	$ 5,925
Aboriginal Awareness GRAA Representative Workforce	4,700	4,700	–	–
Aboriginal Health Transition Fund	–	55,953	278,314	222,361
Advanced Cardiac Life Support	34,650	11,846	–	22,804
Autism Resource Centre	–	–	450,000	450,000
Bariatric Surgery Assessment	746,148	618,515	–	127,633
Brain Snacks	24,969	11,925	–	13,044
Children's Mental Health Outreach Services	304,147	50,162	–	253,985
Children's Mental Health Respite Services	18,051	324,100	343,750	37,701
Chronic Disease Management	20,500	20,500	–	–
Cognitive Disabilities Enhancement	151,512	470,259	422,000	103,253
Community Health Nursing Standard Workshop	2,500	2,500	–	–
Community Supports	–	37,136	167,083	129,947
Complex Care - Respite	100,000	–	400,000	500,000
Continuing Education and Professional Development	–	–	68,575	68,575
Domestic Violence Court	187,013	93,507	–	93,506
Drug Strategy	–	80,320	84,038	3,718
Drug Treatment Court	99,224	605,337	522,750	16,637
Eagle Moon Comm Initiatives	–	52,961	261,647	208,686
Education Staff and Dementia Care	–	7,074	75,000	67,926
Emergency Nursing Journal Club	2,068	885	–	1,183
Enhanced Needle Exchange	19,990	19,990	–	–
E P I & Distance Consult - Child & Youth	569,655	822,320	432,000	179,335
Facility Assessment Audits	30,310	–	–	30,310
Four Directions Team Funding	–	5,650	40,000	34,350
GPH Quality Worklife Program	–	17,536	62,200	44,664
Greystone Bereavement Centre	–	–	1,750,000	1,750,000
HealthLine	183,043	3,210,915	3,538,708	510,836
HealthLine - Nurses Training	32,000	32,000	–	–
Hip & Knee Pathway	108,544	88,920	–	19,624
Hip & Knee Pathway - One Time Minor Equipment	–	–	85,000	85,000
HIV Case Management Project	40,000	40,000	40,000	40,000
Home Hemodialysis - Set Up Costs	–	2,659	230,004	227,345
HPV Admin Costs	–	110,376	110,376	–
IDU Outreach & Needle Exchange	25,000	10,275	–	14,725

	Balance Beginning of Year	Less Amount Recognized	Add Amount Received	Balance End of Year
Saskatchewan Health Initiatives continued				
Implementation Resources 05/06	19,641	37,689	97,667	79,619
Independent Hemodialysis	550,000	-	-	550,000
IRCS/YCJA	137,171	8,901	50,000	178,270
Leadership Reporting Tools	47,080	-	-	47,080
Leading Thunderbird Lodge	800,000	-	-	800,000
Learning & Development	19,687	19,687	-	-
Manager's Electronic Toolkit	28,180	-	-	28,180
MDS Home Care	15,026	15,026	-	-
Medical Lab & Phlebotomy Training	3,144	3,144	-	-
Medical Remuneration Issues	490,225	490,225	-	-
Mental Health Promotion	2,931	2,931	-	-
MHA - HealthLine	214,008	430,301	550,000	333,707
Midwifery Services	97,974	-	-	97,974
Midwifery Services - Renovations	20,000	20,000	-	-
Mother Baby Unit Model of Care	5,738	-	-	5,738
Musculoskeletal Clinic Project	201,047	77,368	-	123,679
National Trauma Registry	7,500	6,245	-	1,255
Needle Exchange	15,000	-	62,000	77,000
New Graduate and Mentors Program	-	62,800	62,800	-
North Central Shared Facility	6,205	-	-	6,205
Nursing Mentorship Initiative	47,170	399,128	505,300	153,342
Nursing Professional Development	210,294	1,519	343,430	552,205
Nursing Standards Council	58,191	-	-	58,191
Obstetrics 24/7 On-Site Coverage	438,000	438,000	-	-
OR Nurse Training	125,000	125,000	-	-
Outreach for YDDS - Project Hope	237,909	369,322	270,000	138,587
Palliative Care Lymphedema	55,595	68,618	32,953	19,930
Pharmacist Services	60,000	-	-	60,000
Philippine Nurse Relocation	67,947	397,409	450,000	120,538
Physician Retention Coord Project	47,505	47,505	-	-
Primary Health Care Initiatives	51,748	612,220	563,430	2,958
Primary Health Care Victoria Square Medical Clinic	125,000	-	-	125,000
Primary Health Services	15,000	-	-	15,000
Promotion of HealthLine	10,000	-	-	10,000
Provincial Diabetes Plan	95,679	24,548	-	71,131
Provincial Nursing Mentorship	131,950	82,498	-	49,452
PST ER Streaming	470,073	470,073	-	-
Q6 - Mentorship Program	-	-	66,600	66,600
Quality Workplace Initiatives	78,393	78,393	64,840	64,840
Recruitment & Retention	296,980	356,475	360,000	300,505
Recruitment/Retention Strategy	795	795	-	-
Redesign PHN Orientation	75,000	75,000	-	-
Research Project Nurses' Turnover	17,285	5,629	-	11,656
RN(NP) 4 Directions Community Health	7,942	7,942	-	-

	Balance Beginning of Year	Less Amount Recognized	Add Amount Received	Balance End of Year
Saskatchewan Health Initiatives continued				
RNNP Indian Head	25,000	25,000	-	-
Safety Lifting/Surgical Equipment	138,477	453,399	679,190	364,268
Safety Training Initiatives	253,598	273,888	448,200	427,910
SANE Program	5,000	1,724	-	3,276
Secure Youth Detox	55,382	729,448	757,805	83,739
Services for Children	39,500	39,500	-	-
Short Term Acute Home Care	261,141	262,891	1,750	-
Speech Language Pathologist	77,000	-	-	77,000
Surgical Incentive Fund	214,287	139,326	-	74,961
Twin Valleys Primary Health Site	181,120	20,673	-	160,447
Urban Primary Health Care Team Funding	-	2,850	33,333	30,483
Vaccination Programs	42,740	125,620	82,880	-
Workforce Mentorship Pilot Project	48,381	74,172	74,178	48,387
Total Saskatchewan Health	9,470,196	13,780,511	14,992,501	10,682,186
Non Saskatchewan Health Initiatives				
Acquired Brain Injury Program	$ 18,111	$ 517,097	$ 498,986	$ -
Education Funds	82,390	50,124	76,672	108,938
Kids First	12,371	3,347,578	3,339,811	4,604
Medical Earnings Pool	266,870	147,251	29,788	149,407
Research Grants	1,400,561	482,936	516,391	1,434,016
Saskatchewan Association of Health Organizations	-	-	933,839	933,839
Other	2,074,718	1,283,125	1,474,584	2,266,177
Total Non Saskatchewan Health	3,855,021	5,828,111	6,870,071	4,896,981
Total Deferred Revenue	$ 13,325,217	$ 19,608,622	$ 21,862,572	$ 15,579,167

7. NET CHANGE IN NON-CASH WORKING CAPITAL

	Operating Fund		Restricted Funds			
	2009	2008	Capital	Community Trust	Total 2009	Total 2008
(Increase) Decrease in accounts receivable	$ (5,856,381)	$ 3,610,022	$ (3,567,551)	$ 131,854	$ (3,435,697)	$ 151,534
(Increase) Decrease in inventory	118,971	(85,866)	-	-	-	-
(Increase) Decrease in prepaid expenses	(1,547,818)	(486,415)	1,579,643	-	1,579,643	(1,679,643)
Increase (Decrease) in accounts payable	166,756	8,696,508	(13,814)	-	(13,814)	(811,246)
Increase (Decrease) in accrued salaries	1,471,221	1,196,699	-	-	-	-
Increase (Decrease) in vacation payable	3,602,065	2,472,582	-	-	-	-
Increase (Decrease) in deferred revenue	2,253,950	3,309,861	-	-	-	-
	$ 208,764	$18,713,391	$ (2,001,722)	$ 131,854	$ (1,869,868)	$ (2,339,355)

8. TRUST ACCOUNTS

The RHA administers funds held in trust for staff, patients, and residents using the RHA's facilities. The funds are held in separate accounts. The total cash held in trust as at March 31, 2009 was $110,071 (2008 - $67,101). The amounts are not reflected in the financial statements.

9. RELATED PARTIES

These financial statements include transactions with related parties. The RHA is related to all Saskatchewan Crown Agencies such as ministries, corporations, boards and commissions under the common control of the Government of Saskatchewan. The RHA is also related to non-Crown enterprises that the Government jointly controls or significantly influences. In addition, the RHA is related to other non-Government organizations by virtue of its economic interest in these organizations.

a) Related Party Transactions

Transactions with these related parties are in the normal course of operations. Amounts due to or from and the recorded amounts of transactions resulting from these transactions are included in the financial statements and the table below. They are recorded at exchange amounts which approximate prevailing market rates charged by those organizations and are settled on normal trade terms.

	2009	2008
Revenues		
Cypress Health Region	$ 858,987	$ 756,592
Health Quality Council	17,128	54,295
Ministry of Corrections, Public Safety & Policing	91,300	79,500
Ministry of Education	3,422,215	3,157,955
Ministry of Health	40,039	76,772
Ministry of Social Services	118,587	87,628
Minstry of Tourism, Parks, Culture & Sport	4,852	59,153
Saskatchewan Association of Health Organizations	137,337	-
Saskatchewan Cancer Agency	2,476,187	2,503,545
Saskatchewan Housing Corporation	134,771	159,985
Saskatoon Health Region	5,362	415,021
SGI Canada Insurance Services Ltd.	2,964,732	2,608,921
Sunrise Health Region	312,156	-
University of Saskatchewan	163,223	-
Workers' Compensation Board	3,713,175	2,696,645
	$ 14,460,051	$ 12,656,012
Expenditures		
Five Hills Health Region	$ 223,720	$ 98,829
Health Quality Council	11,784	35,468
Ministry of Finance	2,213,347	2,088,468
Rainbow Youth Centre	398,472	-
Saskatchewan Association of Health Organizations	18,250,732	16,681,291
Saskatchewan Cancer Agency	95,319	-
Saskatchewan Healthcare Employees' Pension Plan	16,810,524	15,241,658
Saskatchewan Institute of Applied Science & Technology	122,510	162,946
Saskatchewan Power	4,859,053	4,672,691
Saskatchewan Telecommunications	1,976,935	1,771,346
Saskatoon Health Region	235,162	188,560
SaskEnergy Incorporated	2,780,750	654,681
SGI Canada Insurance Services Ltd.	37,274	36,533
Sunrise Health Region	223	27,094
University of Regina	33,007	118,065
University of Saskatchewan	197,204	86,639
Workers' Compensation Board	6,840,623	6,651,602
	$ 55,086,639	$ 48,515,871

	2009	2008
Accounts Receivable		
Ministry of Social Services	$ 13,529	$ 82,128
Saskatchewan Aids for Independent Living	345,334	244,199
Saskatchewan Cancer Agency	1,188,852	646,492
Saskatchewan Drug Plan	399,566	457,297
SGI Canada Insurance Services Ltd.	420,000	1,736,995
Workers' Compensation Board	1,084,633	1,049,094
	$ 3,451,914	$ 4,216,205
Prepaid Expenditures		
Backlin's Ambulance Service Ltd.	$ 40,611	$ -
JT Ambulance Service Ltd.	27,455	-
Rainbow Youth Centre	34,197	-
Saskatchewan Association of Health Organizations	182,394	144,450
University of Saskatchewan	51,467	-
Workers' Compensation Board	1,718,807	1,580,027
	$ 2,054,931	$ 1,724,477
Accounts Payable		
615672 Saskatchewan Ltd.	$ -	$ 44,482
Backlin's Ambulance Service Ltd.	-	50,303
Cupar Lions Volunteer Ambulance	-	25,509
Five Hills Health Region	30,882	37,880
JT Ambulance Service Ltd.	-	35,157
Ministry of Finance	309,005	360,015
Prairie Ambulance Care (1998) Ltd.	-	30,050
Saskatchewan Association of Health Organizations	1,768,324	2,386,868
Saskatchewan Healthcare Employees' Pension Plan	2,393,677	3,305,874
Saskatchewan Power	369,313	364,419
Saskatchewan Telecommunications	205,405	230,760
SaskEnergy Incorporated	438,838	107,372
Valley Ambulance Care Ltd.	-	49,349
	$ 5,515,444	$ 7,028,038

In addition, the RHA pays Provincial Sales Tax to the Saskatchewan Ministry of Finance on all its taxable purchases. Taxes paid are recorded as part of the cost of those purchases.

b) Health Care Organizations

i) Community Based Organizations and Third Parties

The RHA has also entered into agreements with CBOs and third parties to provide health services.

These organizations receive operating funding from the RHA on a monthly basis in accordance with budget amounts approved annually. During the year, the RHA provided the following amounts to CBOs and Third Parties:

	2009	2008
615672 Sask Ltd. (Touchwood EMS)	$ 415,490	$ 393,429
Autism Resource Centre	643,512	614,764
Backlin's Ambulance Service Ltd.	517,140	483,515
Cosmopolitan Activity Centre	32,521	31,574
Cupar Lions Volunteer Ambulance	219,379	208,724
Extendicare (Canada) Inc.	20,364,036	19,778,575
Imperial & District Ambulance	88,854	85,398
JT Ambulance Service Ltd.	359,003	327,373
Living Sky Ambulance	17,064	17,064
Lumsden & Craven Seniors' Program Inc.	31,200	30,935
Mental Health Association / Regina Branch Inc.	418,341	395,107
Milestone Assisted Living Advisory Board	34,000	34,000
Mobile Crisis Services, Inc.	99,596	94,065
North Central Community Association	46,854	44,252
Phoenix Residential Society	1,095,683	1,034,828
Pipestone Qu'Appelle Assoc for Community Living	–	12,000
Planned Parenthood Regina	150,474	125,898
Prairie Ambulance Care (1998) Ltd.	283,156	267,163
Rainbow Youth Centre	192,462	181,773
Raymore Community Health & Social Centre	55,000	45,000
Regina Community Clinic	231,000	178,900
Red Cross	144,000	132,000
Regina Recovery Homes Inc.	1,705,564	1,540,561
Salvation Army Waterston Centre	260,879	183,335
Shared Visions Inc.	51,524	–
Soo Line Ambulance	172,589	164,576
Tisher Family Daycare	36,000	36,000
University of Regina	72,336	67,336
Valley Ambulance Care Ltd.	406,126	382,062
Miscellaneous Grants	487	1,662
	$ 28,144,270	$ 26,891,869

ii) Affiliates

The Act makes the RHA responsible for the delivery of health services in its region including the health services provided by privately owned affiliates. The Act requires affiliates to conduct their affairs and activities in a manner that is consistent with, and that reflects, the health goals and objectives established by the RHA. The following presentation discloses the amount of funds granted to each affiliate:

	2009	2008
All Nations' Healing Hospital Inc.	$ 3,238,554	$ 3,027,922
Cupar & District Nursing Home Inc.	2,273,367	2,188,371
Lumsden & District Heritage Home Inc.	1,870,391	1,799,867
Pioneer Village Special Care Corporation	21,359,872	20,705,591
The Qu'Appelle Diocesan Housing Corporation	1,029,025	1,022,803
The Regina Lutheran Housing Corporation	4,395,722	4,120,311
The Salvation Army William Booth Special Care Home	5,909,535	5,496,507
Santa Maria Senior Citizens Home Inc.	7,331,201	7,226,113
	$ 47,407,667	$ 45,587,485

Saskatchewan Health requires additional reporting in the following financial summaries of the affiliate entities for the years ended March 31, 2008 and 2007.

	2008	2007
Balance Sheet		
Assets	$ 10,808,863	$ 11,562,170
Net Capital Assets	23,338,211	23,490,168
Total Assets	$ 34,147,074	$ 35,052,338
Total Liabilities	$ 27,754,561	$ 27,778,165
Total Net Assets (Fund Balances)	6,392,513	7,274,173
	$ 34,147,074	$ 35,052,338
Results of Operations		
RHA Grant	$ 45,180,500	$ 43,905,980
Other Revenue	15,655,619	14,794,668
Total Revenue	60,836,119	58,700,648
Salary & Benefits	51,400,262	49,272,865
Other Expenses*	10,261,887	10,083,863
Total Expenses	61,662,149	59,356,728
Excess (Deficiency) of revenue over expenses	$ (826,030)	$ (656,080)
*Other Expenses includes amortization of $1,437,476 (2007 - $1,332,093)		
Cash Flows		
Cash from Operations	$ 1,329,201	$ (30,035)
Cash used in Financing Activities	(593,756)	435,925
Cash used in Investing Activities*	(1,510,139)	(831,202)
Increase (Decrease) in Cash	$ (774,694)	$ (425,312)
*Cash used in Investing Activities includes capital purchases of $1,290,367 (2007 - $1,055,283)		

iii) Fund Raising Foundations

The Hospitals of Regina Foundation Inc. is an independent non-profit corporation without share capital that has its own Board of Directors. It provides donations to the RHA for capital equipment, education and research purposes. Its accounts are not included in these financial statements. As of December 31, 2008 it has net assets of $19,130,842 (2007 - $16,908,279). During the year, the Foundation provided funding of approximately $5,847,060 (March 31, 2008 - $5,887,271) for programs and capital acquisitions reported in donations and ancillary income. These amounts were used to fund capital assets, education and research projects at the Regina General Hospital, the Pasqua Hospital and the Wascana Rehabilitation Centre.

	December 31, 2008	December 31, 2007
Balance Sheet		
Total Assets	$ 24,072,581	$ 21,106,990
Total Liabilities	$ 4,941,739	$ 4,198,711
Total Net Assets (Fund Balances)*	19,130,842	16,908,279
	$ 24,072,581	$ 21,106,990

* In accordance with donor-imposed restrictions $3,569,315 (2007 - $4,176,070) of the foundation's net assets must be used to purchase specialized equipment

Results of Operations		
Other Revenues	$ 8,891,658	$ 9,476,559
Total Revenues	8,891,658	9,476,559
Total Expenses*	6,669,095	8,171,236
Excess of revenue over expenses	$ 2,222,563	$ 1,305,323

* Total expenses include contributions of $4,466,219 (2007 - $6,350,351) to the RHA and amortization of $25,982 (2007 - $19,621)

Cash Flows		
Cash from operations	$ 2,493,045	$ 1,302,531
Cash used in financing and investing activities*	(1,059,700)	(9,868,209)
Increase (Decrease) in cash	$ 1,433,345	$ (8,565,678)

* Investing activities include capital purchases of $84,804 (2007 - $17,209)

10. CONTINGENT LIABILITY

a) City of Regina

A statement of claim dated January 17, 2003 was filed by the Administrative Board of the Regina Civic Employees' Long-Term Disability Plan, the Administrative Board of the Regina Civic Employees' Superannuation and Benefit Plan and the City of Regina as Plaintiffs against the Regina Qu'Appelle Regional Health Authority, Saskatchewan Association of Health Organizations, Health Sciences Association of Saskatchewan and Saskatchewan Union of Nurses as Defendants. The dispute is in relation to the two respective pension and long-term disability plans.

The Discovery Stage of the process has been completed and the Region is waiting for a date for the court application. The cost of the claim cannot be reasonably determined at this time.

b) Joint Job Evaluation Reconsideration

The joint job evaluation/pay equity initiative for the service provider unions CUPE, SEIU, and SGEU allowed for an appeal process. As a result, employees and employers have filed appeals and recommendations on these appeals were completed. Major disputes were heard before the JJE Dispute Resolution Tribunal (Tribunal). There still remains a number of individual issues that consist of recommendations that were not agreed to. Outcomes of the Tribunal resulted in further issues where additional classifications were created and duties of existing classifications were revised. A process to deal with the issues is being developed by a third party. Dealing with some of these issues is expected to extend well into 2011. The results of outstanding issues are currently unknown. The costs of these cannot be reasonably determined at this time.

11. PENSION PLAN

Employees of the RHA participate in one of the following pension plans:

- Saskatchewan Healthcare Employees' Pension Plan (SHEPP) - This is jointly governed by a board of eight trustees. Four of the trustees are appointed by the Saskatchewan Association of Health Organizations (SAHO) (a related party) and four of the trustees are appointed by Saskatchewan's health care unions (CUPE, SUN, SEIU, SGEU, RWDSU, and HSAS). SHEPP is a multi-employer defined benefit plan that came into effect December 31, 2002. (Prior to December 31, 2002 this plan was the SAHO Retirement Plan and was governed by the SAHO Board of Directors).
- Regina Civic Employees' Superannuation and Benefit Plan (RCP) - This is a defined benefit plan that is administered by a jointly trusteed board (equal employer and employee representatives).
- Public Service Superannuation Plan (PSSP) (a related party) - This is a defined benefit plan and is the responsibility of the Province of Saskatchewan.
- Public Employees' Pension Plan (PEPP) (a related party) - This is a defined contribution plan and is the responsibility of the Province of Saskatchewan.

The RHA's financial obligation to these plans is limited to making the required payments to these plans according to their applicable agreements. Pension expense for the year amounted to $25,634,954 (2008 - $23,459,259) and is included in benefits in Schedule 1.

	2009					2008
	SHEPP[1]	PSSP	PEPP	RCP	Total	Total
Number of active members	5,560	3	57	1,483	7,103	6,872
Member contribution rate, percentage of salary	5.85% - 7.35%*	7.00%	5.00% - 7.00%*	7.85% - 13.11%*		
RHA contribution rate, percentage of salary	6.552% - 8.232%*	25.48%	5.00% - 7.00%*	7.85% - 13.11%*		
Member contributions (thousands of dollars)	15,009	11	253	8,250	23,523	21,453
RHA contributions (thousands of dollars)	16,860	41	271	8,463	25,635	23,459

*Contribution rate varies based on employee group.

[1]Active members include all employees of the RHA, including those on leave of absence as of March 28, 2009. Inactive members are transferred to SHEPP and not included in these results.

12. BUDGET

The RHA Board approved the 2008-2009 budget plan on May 28, 2008.

13. INSURANCE

The RHA purchases liability insurance from Healthcare Insurance Reciprocal of Canada (the Reciprocal). Under the terms of the Subscribers' Agreement, with respect to a policy period where revenues exceed expenses, any premium surplus may be refunded to the Reciprocal's subscribers on a proportionate basis after the subscriber has been enrolled with the Reciprocal for more than four years. This is the RHA's twelfth year in the agreement with the Reciprocal. Similarly, if there is a deficiency of revenues, the Reciprocal may collect such premium deficiency from its Subscribers on a proportionate basis. The Reciprocal maintains a stabilization fund to cover future deficiencies. Also, the Reciprocal is insured for claims in excess of $1 million. There is no premium surplus for the current year and there are no claims reported that are expected to exceed the policy limits.

14. FINANCIAL INSTRUMENTS

a) Significant terms and conditions

There are no significant terms and conditions related to financial instruments classified as current assets or current liabilities that may affect the amount, timing and certainty of future cash flows. Significant terms and conditions for the other financial instruments are disclosed separately in these financial statements.

b) Credit risk

The RHA is exposed to credit risk from the potential non-payment of accounts receivable. The majority of the RHA's receivables are from Saskatchewan Health - General Revenue Fund, Saskatchewan Cancer Agency, Saskatchewan Workers' Compensation Board, health insurance companies, the Federal Government or other Provinces. Therefore, the credit risk is minimal.

c) Fair Value

The following methods and assumptions were used to estimate the fair value of each class of financial instrument:

- The carrying amounts of these financial instruments approximate fair value due to their immediate or short-term nature:
  - accounts receivable
  - accounts payable
  - accrued salaries and vacation payable
- Cash, short term investments and long term investments are recorded at fair value as disclosed in Schedule 2, determined using quoted market prices.
- The fair value of mortgages payable and long term debt before the repayment required within one year is $4,216,820 (2008 - $4,873,275) and is determined using discounted cash flow analysis based on current incremental borrowing rates for similar borrowing arrangements, net of mortgage subsidies.

d) Operating Line of Credit

The RHA has an unsecured line of credit limit of $31,514,987 approved by the Minister of Health in 1999. Interest on the outstanding balance is charged at bank prime less .75%. Total interest paid on the line of credit was $0 (2007 - $15,969).

15. INTERFUND TRANSFERS

Each year the RHA transfers amounts between its funds for various purposes. These include funding capital asset purchases and reassigning fund balances to support certain activities.

	2009			2008		
	Operating	Capital	Community Trust	Operating	Capital	Community Trust
Capital asset purchases	$ (5,343,075)	$ 5,729,056	$ (385,981)	$ (3,340,773)	$ 3,603,183	$ (262,410)
SHC reserves	(16,439)	16,439	–	(49,592)	49,592	–
	$ (5,359,514)	$ 5,745,495	$ (385,981)	$ (3,390,365)	$ 3,652,775	$ (262,410)

16. RECLASSIFICATION OF PRIOR YEARS

Certain 2007-08 balances have been reclassified to conform to the current year's presentation.

17. SUBSEQUENT EVENTS

The RHA has made an agreement with the City of Regina to transfer the ownership of Regina Pioneer Village Ltd., including Regina Village Housing Corporation, to the RHA effective June 30, 2009.

Appendix A

Regina Qu'Appelle Health Region programs and services are administered from, or housed in, the following facilities.

Regina

Location	Site	Gross Sq. Ft.	Lease/Own
325 Victoria Ave.	Al Ritchie Health Action Centre	2,080	Lease
1640 Victoria Avenue	**FUTURE (31-MAR-10)*** Addictions Treatment Centre	18,348	Own
2110 Hamilton Street	Alcohol & Drug Services, I.T., Mental Health -Adult, Public Health Central	60,888	Lease
2nd floor - 2550 - 15th Ave.	RQHR Admin. Offices: Q.I., Patient Safety & Quality Support, Client Representatives, Professional Practice, NFS Admin. Offices, Continuing Professional Learning, Accellerating Excellence Coord.	4,962	Lease
2024 Albert St.	Drug Treatment Court	5,500	Lease
400 Broad Street	Eagle Moon Health Office	2,820	Lease
1350 Albert St.	Emergency Medical Services - Central Operations	45,000	Own
2425 Park Street	**FUTURE (31-MAY-09)*** EMS Geopost	897	Lease
5730 Rochdale Blvd.	Emergency Medical Services – Station #2	1,679	Own
3705 Hill Ave.	Emergency Medical Services – Station #3	5,400	Own
3510 – 5th Ave.	Four Directions Community Health Centre	7,144	Lease
1080 Winnipeg Street	Health Promotion (Health Promotion, Dental Health, Active Living & Nutrition), Population and Public Health Services	4,520	Lease
2755 Avonhurst Dr.	HealthLine (Emergency Medical Services)	8,606	Lease
1920 Broad Street	Hearing Aid Plan	6,854	Lease
4211 Albert Street	Home Care / SWADD / Central Scheduling / HR	33,796	Lease
1311-B Broadway Ave.	**FUTURE (31-JUL-09)*** Home Care Treatment Centre	3,125	Lease
235 Albert St. N.	**FUTURE (19-MAY-09)*** Kidney Health Centre and Anticoagulation Management Service	10,035	Lease
1001 Montreal Street	Laundry Services	40,000	Own
1672 / 1680 / 1692 Albert St.	Mental Health Services - Child & Youth	22,465	Lease
4101 Dewdney Avenue	Pasqua Hospital	597,578	Own
1048 / 1052 / 1056 Albert Street	Harm Reduction, Primary Health Care & Home Care Services	6,054	Lease
1911 Park Street	Public Health - East Office	5,570	Lease
204 Wascana Street	Public Health - North Office	7,246	Own
1440 – 14th Avenue	Regina General Hospital	1,028,489	Own
2180 – 23rd Avenue	Wascana Rehabilitation Centre	485,070	Own
25 Regina Facilities	**Total Gross Feet, Regina Facilities**	**2,414,126**	

*These buildings were acquired, through purchase or lease, in the 2008-2009 fiscal year, but will not be occupied until the date indicated.

Appendix A

Rural

Location	Site	Gross Sq. Ft.	Lease/Own
100 South Elgin St., Balcarres	Balcarres Integrated Care Centre	27,940	Own
Calgary St., Broadview	Broadview Centennial Lodge	18,998	Own
606 Main St., Broadview	Broadview Home Care Office	1,259	Own
901 Nina St., Broadview	Broadview Union Hospital	17,136	Own
Box 100, Cupar, SK	Cupar Health Centre	13,608	Own
Box 1790, Ft. Qu'Appelle	Echo Lodge	21,128	Own
916 Eden St., Indian Head	Golden Prairie Home	23,272	Own
721 Stella St., Grenfell	Grenfell Health Centre	11,902	Own
Regina Ave., Grenfell	Grenfell Housing Units (4 duplexes)	3,627	Own
802 Wolseley Ave., Box 970	Grenfell Regional Office	3,150	Own
300 Hospital St., Indian Head	Indian Head Union Hospital	20,775	Own
Ouimet St., Wolseley	Lakeside Nursing Home	49,245	SPMC Lease
Box 180, Imperial, SK	Long Lake Valley Integrated Facility	20,325	Own
237 – 2nd Ave. E., Montmartre	Montmartre Health Centre	20,032	Own
710 Regina Ave., Grenfell	Pioneer Home	17,997	Own
Box 549, Raymore	Silver Heights Special Care Home	28,000	Own
601 Wright Road, S0G 3N0, Moosomin	Southeast Integrated Care Center - Moosomin	42,690	Own
280 Burns Ave., Box 519	Southey Health Action Centre	200	Lease
Box 280, Lestock	St. Joseph's Integrated Care Centre	14,338	Own
178 Boundary Ave.N., Fort Qu'Appelle	Fort Qu'Appelle District Health Centre	8,400	Own
South Railway, Wapella	Wapella Clinic Building	803	Own
921 Gambetta St., Whitewood	Whitewood Community Health Centre	16,856	Own
Ouimet St., Wolseley	Wolseley Memorial Union Hospital	13,616	Own
740 Sioux Ave., Fort Qu'Appelle	Eagle Moon Health Office	850	Lease
24 Rural Facilities	**Total Gross Feet, Rural Facilities**	**396,147**	

Affiliates

Location	Site	Gross Sq. Ft.	Lease/Own
450 - 8th St. W., Fort Qu'Appelle	All Nations Healing Hospital	56,901	n/a
Box 310, Cupar	Cupar & District Nursing Home	39,166	n/a
4125 Rae St., Regina	Extendicare Elmview	18,500	n/a
4540 Rae St., Regina	Extendicare Parkside	51,977	n/a
260 Sunset Dr., Regina	Extendicare Sunset	40,000	n/a
10 Aspen Bay, Lumsden	Lumsden & District Heritage Home	20,000	n/a
1425 College Ave., Regina	Qu'Appelle House	28,265	n/a
806 - 2nd Ave., Raymore	Raymore Community Health & Social Centre	1,680	n/a
1925 - 5th Ave. N., Regina	Regina Lutheran Home	60,452	n/a
430 Pioneer Dr., Regina	Regina Pioneer Village	168,000	n/a
4215 Regina Ave., Regina	Santa Maria Senior Citizens Home	107,185	n/a
50 Angus Rd.	William Booth Special Care Home	46,632	n/a
12 Affiliated Facilities	**Total Gross Feet, Affiliates**	**638,758**	**n/a**

TOTAL GROSS FEET, RQHR (excluding Affiliated Facilities) **3,449,031**

Regina Qu'Appelle
HEALTH REGION